CLEVELAND™
AIRPORT SYSTEM

January 18, 2019

Dear Prospective Firm:

The City of Cleveland, owner and operator of Cleveland Hopkins International Airport, ("CLE"), through its Director of the Department of Port Control ("Director"), is soliciting Statements of Qualifications ("Statements") from firms ("Firm"), with experience in providing professional airport planning services. Firms must have the demonstrated qualifications, and thorough knowledge of, the architectural, engineering and other airport planning services required to successfully prepare an Airport Master Plan for CLE.

A pre-qualification meeting will be held at the Engineering Building at Cleveland Hopkins International Airport, 5301 West Hanger Road, Cleveland, Ohio 44135, on **Friday, February 1, 2019 at 10:00 a.m. local time**. At that time, interested parties may ask questions pertaining to this Request for Qualifications. For reasons of security, those planning to attend the pre-qualification meeting must register by 4:00 p.m. local time, **Wednesday, January 30, 2019** by e-mail to smuia@clevelandairport.com. When registering for the meeting, it will be necessary to provide the names of all attendees and the firm's name.

If your firm is interested in this Request for Qualifications, please submit seven (7) complete Statements, 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 City no later than **4:00 p.m. local time on Friday, March 1, 2019**. Firms may choose to submit their Statement, via e-mail, to smuia@clevelandairport.com. The e-mail Statement must be received no later than 4:00 p.m. local time on Friday, March 1, 2019. No Statements shall be accepted after that time unless such date or time is extended pursuant to a written addendum issued by the City.

Statements may be mailed to the address below and must be identified on the outside of the envelope(s) as: **Statement of Qualifications – Professional Airport Planning Services/Master Plan.**

Cleveland Airport System
2nd Floor Administrative Offices
P. O. Box 81009
5300 Riverside Drive
Cleveland, Ohio 44181-0009
Attention: Sharri Muia, Contracts & Procurement Manager

The Director reserves the right to reject all Statements, or portions of any or all Statements, to waive irregularities and technicalities, to re-advertise or 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 of this notice or the Request for Qualifications.

The Request for Qualifications documentation is available on the City Website and the Cleveland Hopkins International airport Website as follows:

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

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

All future documentation, including addenda, response to questions, schedule changes and additional requirements, for this Request for Qualifications, will be posted on the above sites as no additional mailings will be made.

Should you have any questions regarding this solicitation, please contact me.

Sincerely,

Sharri Muia
Contracts & Procurement Manager
Cleveland Airport System
Department of Port Control

CLEVELAND™
AIRPORT SYSTEM

Request for Qualifications

Cleveland Hopkins International Airport: Professional Airport Planning Services/Airport Master Plan

Issued: January 18, 2019

Department of Port Control
Cleveland Hopkins International Airport
5300 Riverside Drive
P.O. Box 81009
Cleveland, Ohio 44181-0009
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ATTACHMENTS:

Northern Ireland Fair Employment Practices Disclosure
Request for Taxpayer identification Number
Affidavit
Non-Competitive Bid Contract Statement for Calendar Year 2019
Emerging Business Enterprise Development Documents

EXHIBITS:

Exhibit "A" Sub-contractor Addition and Substitution Policy
Exhibit "B" Local Producer/Local Sustainable Business Ordinance
Exhibit "C" Federal Aviation Administration ("FAA") Contract Provisions
Exhibit "D" CAD/BIM/DATA Specifications

INTRODUCTION

The City of Cleveland ("City"), owner and operator of Cleveland Hopkins International Airport ("CLE") and Burke Lakefront Airport ("BKL") (collectively "Airports"), through its Director ("Director") of the Department of Port Control ("Department"), invites written Statements of Qualifications ("Statement") from firms that have requisite, demonstrable competence, and experience, in providing Professional Airport Planning Services. Firms, either singly, or in joint venture, or other legal arrangements (collectively, the "Firm" or "Consultant") must have the demonstrated qualifications, and thorough knowledge of, the architectural, engineering and other airport planning services required to successfully prepare an Airport Master Plan (the "Project"). The Department recognizes the need to prepare an Airport Master Plan, for CLE, to be responsive to future aviation demand and development needs.

Vision and Mission:

The Department's vision and mission represent an airport that provides passengers, and cargo services, based on the rapidly increasing traffic in North America and growing opportunities with Western Europe. The Department believes in CLE as a major gateway to the region and is preparing to ensure the airport is ready to assume a greater role within the national and international air transportation systems.

VISION

Empowering Cleveland's Diverse Community to connect with the world.

MISSION

We Drive Innovative, Socially-Responsible Solutions Creating a Catalyst for Accessible Economic Opportunity and Extraordinary Guest Experiences.

A pre-qualification conference will be held at the Engineering Building at Cleveland Hopkins International Airport, 5301 West Hanger Road, Cleveland, Ohio 44135 on **Friday, February 1, 2019 at 10:00 a.m.** local time. At that time, interested parties may ask questions pertaining to this Request for Qualifications ("RFQ"). For reasons of security, those planning to attend the pre-qualification conference must register by Wednesday, January 30, 2019 by e-mail to smuia@clevelandairport.com. When registering, 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. Consultants are encouraged to attend the conference although attendance is not mandatory.

Each Consultant shall submit seven (7) complete Statements, 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 City no later than 4:00 p.m. local time on **Friday, March 1, 2019.** Consultants may choose to submit their Statement, via e-mail, to smuia@clevelandairport.com. The e-mail Statement must be received no later than 4:00 p.m. EDT on **Friday, March 1, 2019.** No Statements shall be accepted after that time unless such date or time is extended pursuant to a written addendum issued by the City.

Sealed Statements may be mailed to the address below and must be identified on the outside of the envelope(s) as: **Statement of Qualifications – Professional Airport Planning Services/Master Plan**

Cleveland Airport System
Department of Port Control
Administrative Offices
5300 Riverside Drive
P. O. Box 81009
Cleveland, Ohio 44181-0009
Attention: Sharri Muia, Contracts & Procurement Manager

The Director reserves the right to reject all Statements or portions of any or all Statements, 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.

By issuing this RFQ, the City makes known its intent to contract and commence this Project at the earliest available opportunity. However, the City makes no commitment to proceed with the services based on a specific start date.

The Department has instituted a program whereby interested parties may receive this RFQ, through the City of Cleveland'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 RFQ:

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 of Cleveland's green initiatives, the Department will advertise all Requests for Proposals and Requests for Qualifications on the websites listed above together with all supporting documentation. A Letter of Invitation will be released as notification of the publication of Request for Proposal or Request for Qualifications for future projects.

All future documentation including addenda, response to questions, schedule changes and additional requirements, for the Professional Airport Planning Services/Master Plan RFQ, 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 Firms contact Sharri Muia, via e-mail: smuia@clevelandairport.com, as confirmation of receipt and interest.

1. BACKGROUND

The City's airport system is comprised of CLE and BKL airports. Both are owned by the City and are operated by the City's Department of Port Control. The first municipally owned airport in the U.S., CLE opened in 1925 as Cleveland Municipal Airport, and was renamed Cleveland Hopkins International Airport in 1951. CLE is the primary commercial service airport for northeastern Ohio and serves a 16-county air service region (the "Airport Service Region, or Region") with a population of approximately 4.0 million.

The Region, served by CLE, is classified as a "medium hub" community by the Federal Aviation Administration ("FAA"). A "medium hub" is defined as a community that accounts for 0.25% or more, but less than 1%, of the total revenue passengers enplaned in all services and operations of U.S. certificated route carriers within the 50 states, the District of Columbia and other U.S. territorial possessions. CLE enplaned approximately 4.56 million passengers in 2017, which represented 0.62% of total U.S. enplaned passengers. Enplaned passengers, and total scheduled non-stop departures, at CLE increased 8.5% and 4.3% in 2017, respectively, compared to 2016 levels.

CLE historically served as a base for the hub operations of Continental Airlines ("Continental"), and subsequently United Airlines ("United"), after the two air carriers merged in October 2010. Following United's decision, in February 2014, to substantially decrease flight operations, at CLE, beginning in April 2014, the airport transitioned to predominately serving Origin & Destination ("O&D") passengers, accounting for 97.1% of CLE's total enplaned passengers in 2017.

CLE is located on a 2,157-acre site, approximately 10 miles southwest of the downtown area of the City, and is accessible from multiple directions via interstate highways I-480 (to the north) and I-71 (to the east). CLE is also accessible via the Greater Cleveland Regional Transit Authority's light rail transit system, which links the airport with downtown areas and points east and west of downtown. CLE is one of two commercial air service airports in the Region; Akron-Canton Regional Airport is the second. CLE has three runways, including two parallel runways (6L/24R and 6R/24L), in the northeast-southwest primary wind direction, and a crosswind runway (10/28), with an east-west orientation. In 2017, CLE handled approximately 122,000 operations (take-offs and landings).

Passenger terminal facilities consist of approximately 935,000 square feet, in a main terminal building, with four attached concourses, which support 58 jet-gates and 33 commuter aircraft parking positions. As of November 1, 2018, a total of 45 jet-gates were in use at CLE, 31 of which were leased to Signatory Airlines (air carriers party to CLE's airline agreement) and 14 of which are used for common-use operations. The majority of the existing passenger terminal facilities were constructed more than 50 years ago and, while serving an increasing passenger base, are not efficiently aligned with CLE's predominately O&D operation.

CLE's previous full Master Plan study was conducted in 1999 with a major update dated 2012.

As a roadmap for future development, CLE's Airport Master Plan will be an important tool the Department will use to identify aviation issues and needs, land use requirements and opportunities, transportation issues, development guidelines, environmental stewardship for the Project areas and to provide recommendations and priorities for optimizing public investment.

1.1 Purpose and Goals for Airport Master Plan.

The primary goal, of CLE's Airport Master Plan, is to identify, prepare and implement a long-term development program, which will be responsive to aviation demand needs; be compatible with community development and the environment; is financially feasible; and enhances the service/experience of the airport. Using a 20-year planning horizon, the Consultant should develop alternatives that continue to leverage CLE as the preeminent airport in, and leading economic driver to, the Northeast Ohio region. The Airport Master Plan will be a guide to the following:

- Development of facilities for aeronautical and non-aeronautical use;
- Development of land uses for areas surrounding an airport;
- Determination of the existing anticipated environmental impacts;
- Identification, anticipation and resolution transportation issues; and
- Recommended areas of public investment.

The Consultant team will be required to meet all requirements of Advisory Circular 150/5070-6B, including but not limited to, the following:

- Review airfield capacity to evaluate future increased airfield needs;
- Review terminal capacity to evaluate future increased terminal demand;
- Review landside capacity and evaluate if increase in origin/destination traffic warrants reconfiguration;
- Provide a comprehensive facility requirements that increase standards for improved passenger experience;
- Develop detailed aviation forecast scenarios for better decision making;
- Create a funding plan; and
- Development of a multi-year implementation plan.

1.2 Preferred Methodological Approach.

The Department's goals and objectives are aimed at ensuring that CLE is responsive to the needs of the communities it serves, while adapting to development decisions that are rewarding to the stakeholders. The selected Consultant will develop a Master Plan in a collaborative and iterative process that is responsive to aviation demand needs, emphasizes the environmental stewardship, is cost efficient to airport users and provides for operational excellence in a safe, secure and efficient manner.

The methodological approach shall follow the guidelines, and incorporate key considerations, as set forth below:

- **Department Political and Public Stakeholder Engagement**: The Department and Consultant team will engage local governments and communities throughout the process to gain stakeholder input and support of the long-term development plans of CLE. Consultants should regard and assess all positions received from CLE's many stakeholders.

- **Department Aviation Market/Competition:** With the assessed air service market potential, CLE expects to be responsive to the local market demand, via capacity and service offerings, to accommodate local residents and visitors. Consultant should recognize the competitive environment in order to formulate assumptions as well as consider innovative industrial and marketing processes that will create long-term strategic value for CLE. A market assessment should be carried out with a definition of the size and structure of the catchment area.

- **Aviation Demand Forecast:** A prudent and reasonable approach should be applied as the Consultant considers the socio-economic background and other key factors that influence aviation demand at CLE. The strong correlation between income level, airfares and air travel demand mandates assessment of the socio-economic prospects including business travelers, leisure travelers and charters as the forecasting activities are completed. Consultants shall also consider impact of the loss or gain of a critical airline.

- **Passenger Experience/Convenience:** CLE strives to be the leader in customer service delivery; especially for the new generation of travelers who tend to be technologically savvy with greater demands from airport environments. The Airport Master Plan shall incorporate seamless adaptation to technological advancement and new innovations that become available in the areas that enhance service delivery to customers. Creating exceptional passenger experiences shall be a key objective and consideration incorporated into Airport Master Plan development alternatives.

- **Major vs. Low Cost Carriers ("LCC") Market:** CLE expects to continue the longstanding partnership, with existing air carriers, to accommodate the various needs of prospective stakeholders, including recent growth of LCC activity. The Airport Master Plan should clearly identify the specific needs, of the different air carriers, taking in to account the operational requirements and variations in market forces. Considerations to the presence of strong network carriers, with established global networks, is of major importance for the facilities planning, as well as handling of planned larger aircraft serving CLE. Consultant shall explore scenarios based upon prior LCC cycles that have occurred on a local and international level. Cargo facilities and requirements shall also be a consideration in the Airport Master Plan.

- **Planning Goals:** Daily operational planning must consider an evolving aviation environment and be aligned with recommended practices provided by the FAA. New development projects must be sensitive to the environmental impacts and include strategies to mitigate impacts on surrounding population

and environment. The planning for sustainability shall be incorporated into the process as well as changes in regulatory compliance.

- **Development Flexibility:** The Airport Master Plan shall incorporate risk assessment strategies and contingency plans developed to prepare for unforeseen disturbances and occurrences. The Airport Master Plan will require a phased recommendation plan, with operational triggers, so CLE remains flexible to meet industry changes as necessary. The Airport Master Plan shall provide guidance, for future land and infrastructure development, to deliver flexibility for uncertain market conditions.

- **Financial Viability:** In an effort to enhance CLE's position as an economic catalyst in NE Ohio and creating further air service opportunities for the region, the Airport Master Plan shall be approached with the aim identifying opportunities to optimize financial results (e.g., new and expanded revenue opportunities) while minimizing the development cost impact to the air carriers. Care must be taken to ensure the investment costs are calculated for the different scenarios to ensure financial viability. The Consultant shall work closely with CLE's Chief Financial Officer ("CFO") to understand the airport's financial structure, governing framework and initiatives underway to promote CLE's cost competitiveness.

1.3 Objectives.

As previously stated, the overall objective, of the Airport Master Plan, as prepared by the Consultant, is to provide a roadmap for the long-term development of CLE. The master planning process must consider the needs and demands of airport tenants, users and the general public. The guiding principle, of the airport master planning process, is the development of a safe and efficient airport and further defined in Advisory Circular 150/5070-B. The Airport Master Plan must be responsive to area-wide, comprehensive transportation planning. In relation to the Airport itself, the key objectives of its Master Plan should revolve around:

- Maintaining the ability for aircraft to operate safely and unrestricted;
- Facilitating the ability of the airport to grow and expand in response to demand;
- Promoting the role of the airport and its significance as a community asset;
- Providing for the airport to increase revenue, including through non-aviation development;
- Safeguarding of the airport's long-term plans;
- Ensuring compliance with relevant regulations; and
- Managing environmental and heritage constraints.

The Airport Master Plan, presented by the Consultant, shall, at a minimum, cover the following components when evaluating development options:

- **Airfield Planning**: Analyze and overview runways, taxiways, aprons, airside and approach lighting, navigational aids, capacity constraints and utilities;

- **Terminal Planning**: Analyze and overview of check in areas, passenger security screening, checked baggage security screening, outbound border controls, passenger holding areas, concessions, transfer facilities, arrivals, baggage claim, border clearance, arrival waiting areas, jet bridges and utilities. This plan shall deliver an inventory and description of existing infrastructure and its operational condition;

- **Landside Planning**: Parking lots, curbside areas, concessions land, administrative buildings, ground transportation facilities according to a demand assessment, road facilities including ground access requirements; and utilities;

- **Other Facilities**: Flight kitchen, aircraft maintenance, business centers, General Aviation, Air Cargo, Fire & Emergency services, IX Center and other support facilities; and

- **Environmental**: Determine the environmental requirements and considerations for all aspects of airport development.

1.4 Development Objectives in Compliance with Regulations & Standards.

All Consultants, submitting responses to the Airport Master Plan RFQ, are expected to be in compliance with established industry regulations and standards. In addition, the selected Consultant shall consider and assist in all levels of governance in the planning of airspace and airport infrastructure such as air traffic control, terminal facilities, access roads, runways, taxiways and aprons; as well as to support other airport plans as operations, marketing, facility and financial planning.

- Plan that the terminal building, and existing and future infrastructure, shall: conform with safety regulations; the capability of the airport land mass to accommodate the ultimate locations of airfield, terminal, and other facilities; consider existing and known future technologies; plan for and ensure positive relationships with existing and new tenants; and, to attract new development to the airport by responding effectively to development opportunities. Identification of the land required to accommodate the ultimate airfield, aviation-related land uses serving air carrier activity will have the highest priority in land use planning for the airport sites.

- Plan that CLE architectural and infrastructure-related requirements, for the optimum implementation of civil aviation security measures, shall be integrated into the design and construction of new facilities or existing facilities at CLE. To develop, all the physical characteristics of runways, strips, clearways, stopways, taxiways and aprons; physical characteristics of channels, turning basins, taxi channels approach areas; clearing and restriction of obstructions; obstruction marking; marking of unserviceable portions of the movement area; secondary power supply; runway markings; stopway markers; navigational aids.

2. SCOPE OF SERVICES

2.1 General Scope.

The following sections are expected deliverables from the selected Consultant. The Department expects each component to be included in the final Airport Master Plan. The Airport Master Plan submittal, from the Consultant, must include, as a minimum, the following deliverables:

- A methodical land use plan and its hierarchy;
- An "Exhibit A";
- An individual facility project definition report;
- Propose infrastructure development plans and studies, identify various options for building, rehabilitation or enlarging new or existing facilities; and
- The proposal for future requirements based on the different forecast scenarios provided in the forecast demands.

A. Executive Summary

Proponents shall compose a summary of the Master Plan, into an executive summary, to be used in situations where the full level of detail is not required. As a deliverable, the Executive Summary must be received in a digital, editable format.

B. Introduction

There is a need to forecast future aviation demand, and to plan for timely development of new or improved facilities, that may be required to meet the demand. The Master Plan that will be provided, by the selected Consultant, shall have systematic guidelines, for the City of Cleveland leadership and Airport Executive Management Team ("EMT"), covering:

1. Inventory of existing conditions;
2. Aviation Demand Forecasts;
3. Facilities Requirements;
4. Capacity Constrains;
5. Alternatives Development Options;
6. Land Use Plan;

7. Environmental Management;
8. Capital Expenditure ("CAPEX") Estimates/ Financial Funding Plan; and
9. Phasing Implementation Plan with key operational triggers.

C. Inventory of Existing Conditions

To produce a realistic and adequate plan for the future growth of CLE, it is essential to understand the situation in which the airport is functioning at the moment. By gathering actual data and existing conditions of the airport, the Consultant should provide a real status of CLE's physical and operational features including facilities and users.

To prepare the Master Plan, the selected Consultant shall collect pertinent data that relates to the area served by CLE. This inventory shall be conducted, utilizing, at a minimum, the following sources of information:

- On-site visits (Airside/Terminal/Ground access);
- Latest CLE airport Master Plan;
- Interviews with stakeholders and business communities;
- Interviews with local government leaders;
- Interviews with air carriers;
- Interviews with EMT members;
- Interviews with government authorities;
- Review of Airport Service Quality information; and
- Review previously collected inventory information and maintenance records.

1. Airside

In this section, Consultant shall describe the existing airfield facilities/characteristics, namely: runway, taxiways, aprons, airfield pavement condition, clearway/stopway, lighting, marking, airfield signage, navigations aids, meteorological equipment and possible infringements which is a risk for the operations. Consideration should be taken to include physical assessment as well as airfield capacities in Visual Meteorological Conditions and Instrument Meteorological Conditions.

2. Terminal

In this section, the Consultant shall describe the existing Terminal facilities/characteristics including gate hold areas, aircraft gates, ticketing counters, kiosks, security screening checkpoints, customs/border protection, circulation space, concessions and passenger amenities, bag claim facilities, airline support facilities, restrooms, airline/airport clubs, mothers lactation rooms, service animal relief areas and conference rooms.

3. Landside

In this section, the Consultant shall describe the existing Landside facilities (conditions, capacities and characteristics) including: all parking lots (surface, deck, and employee lots), taxi and other ground transportation waiting area facilities, current revenue control systems, rental car facilities for quick turnaround stations, rental car counters, support facilities, and airport access roads, roadway signage, terminal curb frontage.

4. Cargo

At a minimum, the selected Consultant shall define the actual capacity and condition of the existing cargo facilities (office, cargo, parking), annually processed cargo (ton), available parking stands, cargo aircraft movements, and amount of cargo handlers.

5. Support Facilities

Several support facilities serve as critical links to provide necessary efficiency to aircraft ground operations. It is important to describe these facilities in the Master Plan, namely the condition and capacity of:

- Flight Kitchens;
- Ground Service Equipment;
- Waste Recycling/Sustainability Facilities;
- Airport Rescue Fire Fighting Services;
- Aircraft maintenance facilities;
- Deicing facilities – including storage;
- Air Traffic Services;
- Fuel providers: actual location, tank(s) capacity, Safety Plan - Guidelines: CLE Standard Operating Procedures/NFPA; and
- Fixed Base Operation: Annual inbound/outbound passenger, Terminal capacity, Terminal facilities.

6. Major utilities

Indicate, and describe, availabilities and capacities of utilities, at CLE, which determine the development of the Master Plan. The factors to be included, in aforementioned plan, for provision of utilities are: 1) water distribution; 2) electrical power supply; 3) telecommunications; 4) sanitation; 5) gas; and 6) water reservoir for fire sprinklers and fire hydrants.

D. Aviation Forecasts

The Consultant shall perform the three conceptual levels of aviation forecasts with the aim to define the air traffic demands that may reasonably be expected to occur in the short, medium and long term (20 year) periods, while taking into consideration the Department's Mission and Vision. The three conceptual

levels of aviation forecasts shall cover:

1. **First Order:**

   Define the annual forecast of the primary users of the air-transportation, namely Passengers, Cargo and Mail taking in consideration:
   - International vs. Domestic (e.g. enough flight demand for cargo/passenger);
   - Originating/Terminating vs. Connecting/or Transit; and
   - Other classification

2. **Second Order:**

   Define the annual forecast, of aircraft movements, taking into consideration the point-to-point system, now at CLE, and seeking for cargo opportunities.

3. **Third Order:**

   By using the first and second order forecast system, the Consultant shall prepare the third order forecast which includes:
   - Peak period impact hourly, daily and seasonal;
   - Describe specific area of impact for this Master Plan, namely transit/connecting facilities to cope with DPC's vision; and
   - Non-passenger impact study, namely parking area, commercial areas, drop-off/pick-up area at landside.

4. **Scenario Forecasting:**

   Consultant shall ensure to provide scenarios for 'best case', 'worst case' and 'base case' for future aviation demand at CLE.

E. Facility requirements for Airside/Terminal/Landside

The selected Consultant will develop facility requirements, for each component, to compare with the inventories. These facility requirements shall be shown for short and long-term timeframes. These facility requirements shall use the Aviation Forecasts (mentioned in previous section) into the specific types and quantities of facilities that can adequately serve the identified demand.

1. **Airside**

   The Master Plan shall contain the following heading for the airside part: Airfield Design, Airfield Configurations, Airfield Capacity and Airfield Requirement. All above shall meet FAA standards.

2. Terminal

To determine the size and layout of the terminal building, Consultant will engage all stakeholders. This is important for the Consultant to determine the amount of space needed to process passengers and accommodate 'meeters/greeters', including understanding the Department's desired Level of Service.

3. Landside

The Consultant shall analyze if existing Airport access infrastructure can accommodate the capacity demand for Terminal and Cargo building. Also, analyze if existing designated point for pick-up and drop-off, existing parking facility, ground transport facility, and taxi/limo/shuttle/Transportations Network Company's areas are adequate and forecast impacts of ride share growth and autonomous vehicles.

F. Capacity Constraints – Gap Analysis

Based on the comprehensive airport-wide conditions assessment, the selected Consultant shall present a determination of gaps by comparing the existing capacities with the forecasted demand requirements in the master planning process. The Gap Analysis shall utilize airport statistics, derived from a designed planning peak period, and nominal schedules for future planning forecast. Other categories of approach will include; Airside analysis and dimension of the runways relative to the volume and type of traffic expected at the airport, Movement Forecast for the dimensioning of the capacity of the runway system, the navigational system and the apron capacity.

Consultant shall identify Terminal planning, that details functional and architectural dimensions, based on optimal flow of passengers and baggage, while factoring in development of automated check-in procedure and security processes. Landside Planning shall include the design and layout of different areas for access roads, car parking, bus parking, rental car parking, taxi lanes, drop zones etc. and how the modal split impacts these operations. Included in the analysis are the integrated public transportation lines and train connections to achieve optimal transport structure. The Gap Analysis shall include other facilities such as communications, sewer, fuel supply, fire and rescue. No issue will be considered in isolation but dealt with in an integrated fashion to meet the desired overall objectives and capacity requirements of CLE.

G. Alternative Development Options

The selected Consultant shall assist CLE management to identify and evaluate airport development alternatives that accommodate the needs of the Airport stakeholders, maximize revenue-generation opportunities, while effectively managing limited land resources of the existing airport footprint. Options will

be evaluated using predetermined criteria under six functional areas: airfield; terminal/gates; ground transportation; operations and support; commercial; and operations reserve. Alternative development planning should consider optimizing the use of existing facilities and infrastructure investments as well as developing new/additional facilities to accommodate growth considering potential future advancements, forecast demand or other recognized operational needs in a safe and efficient manner. General guidelines include: consideration of impacts of anticipated potential technology changes; ensuring a balance among the airside; terminal/gates; landside and support facilities; delivering efficient operating environments; incorporating long-range flexibility and expandability beyond the planning horizon; recognizing collateral and non-aeronautical development opportunities while prioritizing aviation related requirements; financial viability and airport cost competitiveness; and, considering the needs for infrastructure renewal as the airport matures while accommodating activity growth. The process should capture a broad range of options at a high level, evaluate and refine the options through a systematic and collaborative approach to arrive at the preferred alternative plans that can deliver the following:

- Cost estimates, and an implementation schedule, that is directly related to operational triggers. Alternatives should be presented with the potential costs and benefits associated with concepts, operational characteristics and assessment of Project impact to accommodate existing and future fleet and maintain a desirable level of service for users of the terminal and concourse facilities;
- No alternative presented should create an operational or functional imbalance and each major construction component shall have an estimated budget which allow for the management and operators at CLE to adequately plan for the capital impacts to the budget as well as staffing and support;
- An airside system with sufficient capacity to meet anticipated demand while optimizing airfield configuration and applying technology to enhance productivity and operationally efficient airfield at the least cost;
- Design alternatives should be compatible and support the aircraft movement capacity of the runway. Apron design alternatives to maintain fluid flow of aircraft during peak operations;
- Ground Transportation ("GT") alternatives should incorporate a systematic approach that advances assessing demand, identifying capacity changes and determination of options integrated into the overall development concept. Alternatives should not inhibit airside or other terminal facilities. Methods to employ to evaluate GT capacity should include spreadsheet model and Network analysis model; and
- Cargo development alternatives will incorporate utilization rate typically expressed as Annual Tons per square foot ("ATPSF") which assesses current facility productivity and provides benchmarks for planning future

requirement.

The selected Consultant shall develop an implementation plan, for the selected alternative, detailing each major construction component that will allow the management of CLE to adequately plan for appropriate resources and a schedule for each major construction component.

H. Land Use Plan Integration

The selected Consultant shall provide guidance for future land and infrastructure development. The special relationship, of all elements, should be considered in order to match common planning principles, prepare for future outcome, make allowances for interim uses and deliver flexibility for uncertain market condition such as future runway options. Interim use of reserve lands should be addressed until expansion is justified. This will signal the need to protect the areas from preclusion by other developments. To maintain credibility for a wide range of airport stakeholders, Consultants and CLE management shall familiarize themselves with surrounding areas (through stakeholder meetings), incorporating local laws and regulations for land-use and zoning to avoid later conflicts. The team shall assure that servitudes are put on the surrounding land with respect to obstacles "Obstacle Limitation Surfaces" ("OLS"), as defined by the FAA, in order to secure flight safety. Reservation of land should be for long term need with restrictions on the land to prevent construction of any building or other permanent structure. Another consideration is the Runway Safety Area ("RSA") requirements to ensure there is additional airside land that may need to be acquired or reserved for the Provision of "Clearway" at the end of the runway to compensate to some extent the inability to lengthen an existing runway.

I. Exhibit "A" Property Inventory Map

A boundary survey will need to be completed to verify existing airport property. Further, an Exhibit "A" property map must be prepared which identities and/or delineates all designated airport property. In accordance with FAA Standard Operating Procedure, for FAA Review of Exhibit "A" Property Inventory Maps (SOP3.00), the drawing will inventory all of the parcels which currently make up the airport, or are proposed for acquisition by the airport, and will include a data table that meets SOP 3.00.

This drawing will be prepared in accordance with FAA requirements and guidelines, using existing documents, maps, and land use plans furnished or readily accessible through the County Assessor or Recorder Office. If additional research is needed to confirm the status of airport property, such as a title search, or ownership issues no be remedied, a plan to correct the Exhibit "A" will be included in the study.

J. Environmental Management

CLE maintains a robust commitment to environmental responsibility.

Comprehensive review of pertinent environmental regulations and considerations shall include air quality, air emissions, noise control and abatement, land use compatibility and acquisition, sound insulation programs, climatology, archaeological and historic resources, biotic communities, threatened or endangered species, flood plains and hydrological features, groundwater, wetlands, water quality, airport pollutants sources, discharges to sanitary sewers, fuel spills, and sustainability. Environment conditions that may be affected by airport development Projects shall be identified in the Master plan and considered in accordance with Environmental Protection Agency and Ohio Environmental Protection Agency.

K. CAPEX – Financial Funding Plan

The ability to implement the recommended development plan will be dependent on the financial feasibility of funding those recommended activities, and the resulting impact to the cost competitiveness of CLE. Cost estimates, for the recommended plan, must be generated at the conceptual level, as well as the cost estimates, and cost-benefit analysis, for all alternatives must be completed. Overall investment analysis should be carried out to produce a phased investment budget for the proposed physical development of the airport.

Components of the financial plan will contain: current airport financial structure including accounting practices and airline agreements, cost of development plan, financing opportunities of the development plan (grant opportunities, debt financing options, external commercial borrowing, bilateral institutions, prefunding, private sector participation, passenger facility charges, local share funding and an assumed financing plan. Consultant shall work closely with the CFO and members of the airport finance team to ensure proposed funding plans are feasible and aligned with airport cost competitiveness objectives.

Financial aspects should be carefully studied with special focus exercised on maximizing the opportunities for revenue generation, while keeping cost to reasonable level. Capital projects, resulting from recommendations formulated in the airport master plan, will consequently be incorporated into CLE's multi-year capital expenditure plan CAPEX, or the Capital Expenditure Program, along with the schedule of when and why they should be implemented. CAPEX arrangement will position projects according to major criteria of chronological priority, time and cost of implementation being adaptable to the different project types.

L. Phasing Plan with Key Operational Trigger points

The staged development approach incorporates the long-term development in a manner that the initial stages are carried out so the dimensioning and construction of different facilities will not block development of subsequent stages. Financing projects listed in the CAPEX for programming purposes and their implementation are contingent on the anticipated demand, hence they can be postponed or accelerated in a multi-year capital investment program, as

well as allow for revision of the subsequent phases if the assumption or pre-conditions change positively or negatively. Consultant should map activities in a phase-in order particularly with more complex infrastructure; investments or relocation of facilities due to the financial savings, flexible adoption of technological advancements, facilitation procedure, and government regulations.

The Scope of Services is intended to provide a general overview of the Project scope. It provides a planning level description of the Project. The scope is intended to provide the Consultant with an understanding of the limits of design and consulting services. The scope is not intended to wholly encompass specific statements of the Consultant requirements. For this reason, the Consultant shall provide evaluation, design and related services to review, modify (as required) and implement the intent of the scope. These services shall also include all disciplines, and the work product developed by these disciplines, whether identified or not, which are required to implement the improvements discussed in the scope. The Consultant shall be responsible to evaluate all recommendations and calculations presented in the scope, as necessary, during the course of the Preliminary Design and Detailed Design Tasks.

2.2 Signs of Success.

A. Determination of Responsiveness to the RFQ

Consultants are required to demonstrate how relationships between facility requirements, site operations, and future aviation traffic potentials, community and stakeholder needs are established to provide a sound program for future airport development. The successful Consultant would consider and incorporate the following items in their Statement:

- Verification of conformity with applicable regulations, advisory circulars, and industry best practices;
- Assessment of ability of equipment /facility to meet the required capacity level for the expected amount of time specified in the planning documents;
- Experience in developing aviation demand forecasts that determine capacity requirements on airside, terminals and landside of the airport over the planning horizon, the business plan and the whole development profile;
- Identification of various concepts for building, rehabilitating or enlarging new or existing facilities;
- Economic and financial analysis which demonstrates the costs and benefits arising from an investment to its users;
- Assessment of risk factors and mitigating measures to foresee issues or parameters which could influence the future development and operation of the airport;
- Plans to review the process yearly or bi-yearly with possible adjustments for long-term development of airport infrastructure that provides the flexibility to generate additional revenues through commercial and business development on the airport site, while fully preparing the facility to meet user needs into the future;
- Coordination with the operational, financial and business planning aspects

of the airport; and
- Communication of the plan internally and externally to the public and other stakeholders.

B. Requirements of Professional Staff from the Consultant's Statement

The Statement should demonstrate the Consultant's interest in providing professional airport planning, architectural/engineering design and construction administration services.

Management capabilities should include a wide range of experienced professionals with training in airport operations, finance, law, civil and electrical engineers, airport planners, transportation leaders and recognized industry leaders.

The Consultant should demonstrate an ability to provide a wide range of services to the airport clients. The Consultant should also be able to develop new ideas and solutions to the ordinary, and extraordinary, challenges they encounter.

The successful Statement will outline plans to negotiate the complex relationships between demand, capacity, passenger flow, regulation and investment.

The Consultant's team will be expected to identify and recognize the many clients & stakeholders that operate and/or are affected by CLE.

The Consultants team shall include a professional cost estimator.

Professional staff, from the Consultant team, is expected to:
- Be responsive to a changing environment;
- Ensure unity of action within management;
- Ensure that resources are utilized in support of strategic objectives; and
- Communicate information to various parties in a professional manner.

It will be a requirement of the successful Consultant to obtain prior written approval, from the Department, for any changes, additions or amendments to staffing as it relates to the CLE Master Plan process in its entirety.

C. Conformity to Regulations, Standards and Recommended Practices

FAA standards are mandatory and must be applied integrally. The Master Plan and the accompany Airport Layout Plan ("ALP") drawing set will be prepared in accordance with Federal regulations, Advisory Circulars ("ACs") and guidance, including the FAA's Airports Standard Operating Procedure ("SOP"), Standard Procedure for FAA Review and Approval of ALP's (ARP SOP 2.00); FAA AC 150/5070-6B, Airport Master Plans; AC 150/5300-13A, Airport Design; AC 150/5060-5, Airport Capacity and Delay; and AC 150/5325-4B, Runway Length

Requirements for Airport Design; 14 CFR Part 77, Safe, Efficient Use, and Preservation of the Navigable Airspace; FAA Order 5100.38C, AIP Handbook; FAA Order 1050.1 E, Environmental Impacts: Policies and Procedures; and FAA Order 5050.4B, NEPA Implementing Instructions for Airport Actions.

D. Public/Stakeholder Involvement

The successful Consultant will assist CLE's leadership in engaging with stakeholders, during this process, with the aim of balancing local concerns with national interests. This emphasis on public participation was intended to enhance the quality and sustainability of planning documents through increased transparency, in the hope of increasing public trust and reducing the likelihood of stakeholder opposition.

Future master plans offer opportunities to address limitations by adopting participatory processes that enable more interactive engagement with a wider cross-section of stakeholders. Once this approach is adopted it could enhance the participation process, facilitate more proactive and inclusive engagement, and enable more sustainable planning outcomes.

The Consultant will be expected to promote open and effective communication, and consider several factors to determine the appropriate engagement approach, such as the engagement objectives, types of stakeholders, and existing engagement mechanisms and commitments. The Consultant will be expected to use a variety of engagement channels, including one-on-one interviews, meetings, briefings, forums, site visits, consultations, focus groups, surveys, as well as online media.

E. Schedule for Project Implementation

The plan documents the schedule of projects, and financial obligation, throughout the 20-year phased approach. These are provided in increments by the short, intermediate and long-term development needs. The implementation plan considers the demand-driven need for facilities, according to Facility Requirements, as well as the safety and design standards improvements, and provides the Airport with the information needed to integrate the Master Plan's recommendations with their daily airport activities.

Overall, the phasing and priority of the projects have been determined as a matter of: 1) airport safety and standard requirements; 2) facility conditions and deficiencies; 3) upgrades and expansion to meet user demand levels; and 4) consistent with funding resources and programming schedules.

The Implementation Plan can be dramatically impacted by unpredictable events such as inflation, changing demand profiles, local or national economic health, or legislative changes. Financial Projections should be viewed accordingly. Other factors that may impact this implementation also include:

- Changing of priorities in funding for the initially identified capital improvements. Market conditions may cause changes in needed facilities, require new facilities, or redefine priorities;
- Safety and security improvements, whether they are reflected in the Airport Capital Improvement Plan ("CIP") or not, may require immediate funding;
- Cost estimates to provide certain improvements can fluctuate dramatically when considering factors such as technological advancements and economies of scale related to undertaking several improvements at once; and
- While addressing all of the capital needs of the Airport, the vast majority of the plan addresses the need to rehabilitate airfield pavement and solve runway safety.

It is recommended that the Implementation Plan, including the Airport CIP, be utilized as a working tool and a work in progress. The plan shall be constructed in a manner where it can be updated periodically and include reassessment of Project chronology within the following term phases: short, intermediate and long. Capital improvements, their associated costs, and financial projections should be re-examined periodically, throughout the planning period, even though the figures contained herein present a reasonable forecast of needed initiatives to implement the Master Plan Update recommendations.

F. Proposed Project Schedule

The proponents must provide reasonable explanation how they can meet the proposed Project schedule:

Task	2018	2019				2020			
	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
MP Kick Off									
Inventory									
Forecasts									
Facility Requirements									
Gap Analysis									
Alternatives									
Land Use Plan									
Environmental Plan									
Financial Plan									
Phasing Plan									
Exhibit A									
Public Coordination									
Adoption									

3. GENERAL TERMS AND CONDITIONS OF THE CONTRACT

3.1 Terms 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 RFQ. The Department reserves the right to award more than one contract, using the criteria defined in this RFQ, if, in the Department's judgment, there is more than one qualified firm to fulfill the commitments.

B. The term of the proposed contract shall begin upon the date of execution, of a contract, and unless extended by the City, or unless sooner canceled or terminated pursuant to the provisions hereto, shall expire once all reports are submitted and approved by the Director of the Department of Port Control, and all other services have been completed and accepted by Director.

C. The City may terminate the contract at any time for cause upon failure to perform in a manner satisfactory to the City after the successful Consultant 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 or unsatisfactory equipment 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 Consultant and its DBE/SBE subcontractors the City determines that the successful Consultant and its DBE/SBE subcontractors are not functioning in good faith, the successful Consultant 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 Consultant does not meet the provisions of the corrective action plan and the City continues to find the successful Consultant and its DBE/SBE subcontractors not to be functioning in good faith or in non-compliance with the nondiscrimination 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 CLE contracts.

E. The City may terminate the contract, for cause and without any prior notice, should the successful Consultant 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. The City may, at any time and in its sole discretion, without cause and upon thirty (30) calendar days' written notice, discontinue the contract entirely. Such discontinuance of the contract 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 Consultant shall make no claim for payment of damages or of any cost or expense incurred in connection therewith.

G. Failure of the successful Consultant to strictly enforce a subcontract agreement with any of its subcontractors shall be considered a default by the successful Consultant and grounds for termination of its contract.

H. By submitting a Statement in response to this RFQ, a Consultant 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 RFQ.

I. The contract to be awarded under this RFQ shall be a fixed-price contract subject to a contract ceiling dollar amount. Said amount includes all fees to be charged for the services plus all related costs and expenses of the successful Consultant in performing such services.

J. Any member of the Consultant team requiring access to a Security Identification Display Area or Air Operations Area as part of his/her assigned duties shall be subject to background checks, fingerprinting and other requirements as may be determined by FAA or the Transportation Security Agency. Adherence to all federal/state laws and regulations, and airport regulations and policy, regarding access to certain airport areas is a requirement of these Contracts. Failure to comply with appropriate security requirements may be grounds for loss of security access and/or Contract termination.

K. Consultant or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The Consultant 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 Consultant 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 Department deems appropriate.

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

3.2 Subcontractors/Subconsultants.

Clearly indicate the specific tasks or areas of expertise that are subcontracted, and to what entities. Experience cited for proposed subcontractors/subconsultants shall demonstrate proficiency in the services proposed for this contract. If the Consultant has doubt as to whether an area or field of expertise may potentially be used on the Project, then strongly encouraged is a subcontractor/subconsultant with this specialty be provided with the list of subcontractors/subconsultants intended to be part of the Consultant's Project team. Adding subcontractors/subs later into the Project will require the City of Cleveland's Board of Control approval and, depending on the specialty, may stop progress on the Project. Subcontractors/subs not approved by the Board of Control will not be allowed to work on the Project in any aspect.

3.3 Insurance.

The successful Consultant, at its expense, shall at all times during the term of the contract resulting from this RFQ, 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 Consultant, as contractor, 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 insurances 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 Department as an additional insureds; (3) include products/completed operations coverage; (4) have limits of not less than a combined single limit of Five Million Dollars ($5,000,000.00), covering the successful Contractor, the City and the Department as their interest may appear, for any one incident; and (5) 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 Consultant 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, the limit of the CGL insurance required to be maintained by the Contractor shall be increased to a limit of not less than Ten Million Dollars ($10,000,000.00), covering the successful Consultant and the City as their interest may appear, for each occurrence.

   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 Consultant is directly or indirectly exercising physical control by reasons of the work to be performed.

   Consultant may utilize Excess or Umbrella coverage to satisfy limit requirements as long as those policy (s) 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 in an amount not less than a combined single limit of Five Million Dollars ($5,000,000.00), covering the successful Consultant 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 and a combined single limit of Ten Million Dollars ($10,000,000.00), covering the successful Consultant 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 of not less than One Million Dollars ($1,000,000.00) each occurrence and subject to a deductible each occurrence of not more than Fifty Thousand Dollars ($50,000.00) 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 with limits of not less than One Hundred Thousand Dollars ($100,000.00).

D. Workers' compensation and employer's liability insurance as provided under the laws of the state of Ohio. Notwithstanding the foregoing successful Consultant shall increase the limit of employer's liability insurance to a limit of not less than One Million Dollars ($1,000,000.00) each occurrence or any other increased amount as the City may reasonably require. Successful Consultant shall save the City harmless from any and all liability from or under said act.

E. The successful Consultant shall take out and maintain in the name of the City of Cleveland as owner, and himself as Consultant, all builder's risk insurance in an amount equal to one hundred percent (100%) of his construction contract.

F. Successful Consultant 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 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 consultant 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 wherin 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. Consultant 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 Consultant 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 Consultant or his subcontractors. All insurance shall be carried without interruption to the end of the guarantee period.

4. PROJECT SCHEDULE AND DELIVERABLES

4.1 Deliverables.

The City has established the following list which includes items that the Consultant will be required to provide as deliverables. The City reserves the right to modify the list of deliverables at any time, before execution of a contract, to add, delete, or otherwise amend, any report or other deliverable, as it deems necessary, in its sole judgment, and in the best interest of the City.

A. Within one week after receipt of a written Notice To Proceed issued by the Department, the successful Consultant shall be prepared to begin work covered by the contract and shall execute the work to be performed on as-required to the Department's satisfaction and in accordance with the tasks specified, unless otherwise directed by the Department.

B. All work performed by the Consultant shall be under the direction of the Department's Project Manager.

C. At all meetings between the Department and the Consultant held in connection with the Project, the Consultant shall take minutes of all topics discussed and depositions or conclusions reached. Within one (1) week, the Consultant shall prepare a formal set of meeting minutes and submit same to the Department's Project Manager for approval. The Consultant will conduct weekly progress

meetings with the Department to brief representatives on the progress of the work and any problems or issues affecting the completion of the task.

D. All pertinent telephone conversations between the Department and the successful Consultant, relative to instructions and/or authorizations, must be confirmed in writing by the successful Consultant and submitted to the Project Manager for written approval.

E. The Successful Consultant is responsible for controlling costs and ensuring that all required work is completed within the approved time limit for each task. No modification to the scope of work or extra work shall be considered by the Department unless conditions have been specifically documented as required by the terms of the contract. Additionally, this documentation shall be verified prior to the Department's authorization to the successful Consultant to perform additional work.

F. The successful Consultant's staff shall be available with no more than two (2) business days' notice to attend meetings or make presentations at the request of the Department's Project Manager. The successful Consultant may be called upon to provide maps, drawings, audiovisual displays and similar material for such meetings.

G. Copies of all appropriate written correspondence, between the successful Consultant 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 Consultant 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 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 Consultant without prior written approval from the Department's Project Manager.

J. Successful Consultant must attend briefings with the Mayor, Director, executive staff and other Department staff as requested. The successful Consultant will also be expected to provide briefings to the Mayor, Director or their designated representatives regarding any issues which arise during the conduct of the work.

K. Successful Consultant shall provide responses to questions or issues which may be raised by FAA representatives during Project reviews and audits.

L. Successful Consultant shall provide progress reports, including work accomplished; tasks yet to be accomplished; any issues which have arisen which need the Department's assistance in order to obtain resolution and a description of the percentage of the work completed, in hard copy and electronically (in Microsoft or other pre-approved format).

M. Successful Consultant shall provide a minimum of three (3) hard copies and three (3) electronic copies on CD-ROM of each completed work product, including a detailed executive summary. Additional copies may be requested on an as-needed basis.

N. All data generated by this Master Plan Study shall be delivered electronically to the Department in the formats described below:

I. Specific to the electronic data delivery, the FAA Advisory Circulars shall be the minimum standards pertaining to eALP, AGIS and Surveying standards. The Department requirements may be more stringent than these minimum standards.

II. The data shall meet the latest Department CAD/BIM/DATA specifications (Exhibit "D"). It is expected that the data be organized in a GIS allowing for the generation of the final accepted ALP and report as well as a dynamic version that will reflect changes to the ALP over time as the underlying data is updated.

III. The Exhibit A effort shall be incorporated via a dynamic link with County tax map/parcel data.

a. The first generation PDF shall have links to supporting information, deeds, plats, surveys, acquisition records, legislation, etc...
b. The GIS shall be similarly linked to the same data.

IV. The minimum boundary survey standards shall be to ALTA requirements as defined by the Department.

V. Specifications shall be provided for updating/maintaining the GIS data developed by this effort.

5. GENERAL INFORMATION

5.1 Submission of Statement.

A. Each Consultant shall provide all information requested by the City in this RFQ. Consultants must organize their packages to address each of the elements outlined and in the same order listed in Section 7 of this RFQ.

B. Consultants are advised to carefully read and complete all information requested in the RFQ. If the Consultant's response to this RFQ 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 Statements 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 Consultant should, to the extent possible, use products consisting of or containing recycled content in its Statement 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.

5.2 City's Rights and Requirements.

A. Under the laws of the State of Ohio, all parts of a statement, 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 Consultant should clearly mark each page, but only that page, of its Statement that contains that information. The City will notify the Consultant if such information in its Statement is requested, but cannot, however, guarantee the confidentiality of any proprietary or otherwise sensitive information in or with the Statement. Blanket marking of the entire Statement as "proprietary" or "trade secret" will not protect an entire Statement and is not acceptable.

B. The Director, at his sole discretion, may require any Consultant to augment or supplement its Statement or to meet with the City's designated representatives for interview or presentation to further describe the Consultant'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 Statement that is incomplete or unresponsive to the requests or requirements of this RFQ. The City reserves the right to reject any or all Statements and to waive and accept any informality or discrepancy in the Statement or the process as may be in the City's best interest.

D. All Statements 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 Statement submission ("Statement Expiration Date"). Until the Statement Expiration Date,

Consultant agrees that its Statement shall remain in effect, as submitted, and subject to selection by the City.

5.3 Supplemental Information.

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

5.4 Disadvantage Business Enterprise Program Participation.

In accordance with the regulations of the United States Department of Transportation, 49 CFR, Part 26, the City of Cleveland, Department of Port Control has implemented a Disadvantaged Business Enterprise Program ("DBE"). This program applies to all Projects that are federally funded, in whole or in part. The objectives of the DBE program are to ensure nondiscrimination in the award and administration of United States Department of Transportation assisted contracts, and assist in the development of small businesses owned by socially and economically disadvantaged individuals that have been certified by the Ohio Uniform Certification Program and/or the Ohio Department of Transportation.

In accordance with 49 CFR Part 26.39, Fostering Small Business Participation, the Department received approval, in 2012, from the FAA for the addition of the Small Business Enterprise ("SBE") element to its DBE and Airport Concessions Disadvantaged Business Enterprise ("ACDBE") programs. The Airport is including this SBE element to facilitate competition by expanding opportunities for small businesses. The Airport is committed to taking all reasonable steps to eliminate obstacles to small businesses that may preclude their participation in procurements as prime contractors/Consultants or subcontractors/subconsultants.

A **DBE Goal of 15% and a SBE goal of 5%** have been established for this Project. DBE participation may be in the form of one or more joint ventures, partnerships, subcontracts or other legal arrangements meeting the eligibility standards in 49 CFR Part 26.

The selected Consultant will be required to submit information concerning the DBE/SBE firm(s) that will participate in this Project including the name and address of each Consultant, the estimated annual gross receipts to be earned by each named Consultant, a description of the legal arrangements to be utilized and the total overall estimated annual gross receipts to be earned.

If a Consultant is unable to achieve the DBE/SBE goals stated herein it will be required to provide documentation in its Statement demonstrating that it took all necessary and reasonable steps in attempting do so, or that it is not economically feasible at this time to

enter into either a joint venture, partnership, subcontract or other eligible arrangement with a DBE firm.

The selected Consultant will be required to comply with the Department's DBE/SBE Program for the entire term of the contract.

Updated DBE Unified Certification Program ("UCP") directory can be obtained at the Ohio Department of Transportation's UCP website at:

http://www.dot.state.oh.us/dbe/Pages/UCP.aspx.

All proposed sub-consultants listed in your Statement must receive written Board of Control approval in advance. The sub-consultants you propose in your sealed Statements will be considered the sub-consultants that you will use in the contract if 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 sub-consultant.

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 sub-consultant whose name appears in this listing.

In addition, the City of Cleveland is firmly committed to assisting DBEs and SBEs through its contracting activities, and the City intends to contract with Consultants that share that commitment. Consultants shall make every effort to use DBEs and SBEs as sub-consultants where available and practical.

Please be aware that the participation of DBE/SBE Consultants listed in your Statement will be monitored by the Department's Office of Compliance and Inclusion ("OCI") throughout the duration of the contract. The selected Consultant will be responsible for providing the Department's OCI with any and all information necessary to facilitate this monitoring, including subcontractor/subconsultant agreements, invoices and cancelled checks. Selected Consultant performing on CLE projects have a dual reporting requirement. Selected Consultant will be required to provide sub-consultant agreements to the Department OCI.

Additionally, selected Consultant and subcontractors (Non-DBE/SBE and DBE/SBE) will be required to enter all payments, canceled checks and invoices associated with the contract into the contract monitoring system, B2Gnow software. Certified payrolls (where applicable) submitted to OCI on a weekly basis.

Note: The submission of the referenced forms is not required with the response to this Request for Qualifications. These forms will only be submitted by the Consultant selected to enter into contract negotiations, after the qualification evaluation process. The forms will be completed at the completion of the fee

negotiation. However, the DBE/SBE firms and the anticipated percentages must be identified in the submittal.

It is the City's objective that the DBE/SBE performs a commercially useful function. A DBE/SBE 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 DBE/SBE must have a necessary and useful role in the transaction of a kind for which there is a market outside the context of the DBE/SBE program.

If you have any questions in regard to either the Department's OCI's requirements and/or its other contracting goals, please contact the OCI at (216) 664-6606.

5.5 Outreach Events.

All Consultants 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 the Department. This may include a nominal fee up to Three Hundred Dollars ($300.00) at the Director's discretion.

5.6 Equal Opportunity Clause.

The successful Consultant, 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 Consultant 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 Consultant, as contractor, shall file a written affirmative action program with the Office of Equal Opportunity 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.

5.7 Short-listing.

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

5.8 Execution of Contract.

The successful Consultant 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.

5.9 Familiarity with Request for Qualifications; Responsibility for Statement.

By submission of a statement, the Consultant acknowledges that it is aware of and understands all requirements, provisions and conditions in the RFQ and that its failure to become familiar with all the requirements, provisions, conditions and information either in this RFQ or disseminated either at a pre-qualification conference or by addendum issued prior to the Statement submission deadline, and all circumstances and conditions affecting performance of the services to be rendered by the successful Consultant will not relieve it from responsibility for all parts of its Statement and, if selected for a contract, its complete performance of the contract in compliance with its terms. Consultant acknowledges that the City has no responsibility for any conclusions or interpretations made by Consultant on the basis of information made available by the City and the City does not guarantee the accuracy of any information provided and Consultant 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.

5.10 Anticipated Statement Processing.

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

Release of Request for Qualifications	January 18, 2019
Pre-qualification Conference	February 1, 2019
Deadline for Inquiries	February 8, 2019
Written Response to Inquiries	February 15, 2019
Deadline for Statements	March 1, 2019

5.11 Interpretation of Statement Document.

A. If any prospective Consultant finds discrepancies or omissions in this RFQ or if there is doubt as to the intended meaning of any part of this RFQ, 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 February 8, 2019. 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 RFQ or a statement given in any manner except by written addendum.** The City will post online each addendum issued for this RFQ. Any addenda so issued are a part of and incorporated into this RFQ as if originally written herein.

6. QUALIFICATIONS FOR STATEMENTS

6.1 Minimum Qualifications.

Each Consultant, regardless of the form of its business entity, must meet the following requirements. Failure to meet all requirements may be cause for rejection of a Statement. If Consultant is a partnership or a joint venture, at least one general partner or constituent member must meet the requirements. Each Consultant must:

1. Provide evidence that it has a minimum of five (5) continuous years of experience, in the last seven (7) years, in Airport Master Plan preparation.

2. Have previous experience in preparing a master plan for other airports; or employ a designated staff member with airport experience. The designated staff member should have any required licenses and/or certification.

3. 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 Consultant at CLE or elsewhere.

4. Be authorized to conduct business in the State of Ohio, County of Cuyahoga and the City of Cleveland.

5. A list including three professional references of current and/or past projects.

7. STATEMENT CONTENT

The Statement submittal shall consist of the following documents in the sequence listed below. To facilitate quick reference, each section of the Statement should be offset with a tab. The Statement 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 Consultant desires to include regarding the Consultant'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 facsimile number of the Consultant.

B. Executive Summary: The executive summary should provide a clear and concise summary of Consultant's background, level of expertise, direct relevant experience and ability. The executive summary should make the Consultant's case as the best candidate for providing Master Plan preparation for the Department. Consultants should structure this section in a manner that allows it to serve as a stand-alone summary when separated from the other sections of the Statement.

C. Demonstrated Understanding of Scope and Requirements; Overall Experience; Qualifications and Performance on Similar Projects: Consultants should explain, in detail, how they intend to provide technical guidance for each section shown in Section II above. This section should be no less than ten pages and should describe methodologies and capabilities of the proponent's team. Proponents shall describe their work experience and qualifications in planning services including: experience in forecasting, airside/terminal modeling, land use planning, concept level cost estimates, cost benefit analyses, and environmental studies. Proponents shall also include a minimum of two letters of recommendation from previous airports (no more than three pages each) listing the Project and the staff involved for Projects within the last five years.

D. Proven Experience and Qualifications of Project Team Members: Consultants shall identify and provide resumes for the following positions: Project Manager, Deputy Project Manager, Sr. Terminal Planner, Terminal Planner, Sr. Airfield Planner, Airfield Planner, Sr. Landside Planner, Landside Planner, Financial Analyst, Sr. Forecasting Manager, Land Use Specialist, and Sustainability Specialist. Resumes shall include professional background, current and past relevant employment, education, and a listing of relevant Projects whose experience qualifies them to work on CLE master plan.

E. Demonstrated Understanding of FAA's Standards and Recommended Practices: Consultants shall explain their understanding of applicable standards and recommended practices ("SARP") that could apply to the CLE master plan. Consultant shall explain how they plan to apply these SARPs. This section shall be no more than ten pages.

F. Ability to Meet the Department's Execution Plan Timeline/Schedule: Consultant shall provide an explanation of how they intend to manage the work involved and maintain the established Project time line. This shall include major deliverable dates and stakeholder involvement activities. Consultant shall document resources required to meet the timeline and include a recovery plan methodology that could be implemented if a deliverable or a key milestone is missed.

G. Management Plan: Consultant shall include an organizational chart detailing the Project team organization and reporting structure. Consultant shall include an explanation of their approach to team leadership to ensure proper communication amount the team, airport sponsor, airport stakeholders and community

stakeholders. All necessary and cooperative relationships shall be documented and explained. Consultant shall provide examples of team members working with in-house planning and other airport staff. The effects of working with airport staff, both positive and negative, shall be documented. Consultant shall provide their proposed method (s) to make critical decisions and how to identify and resolve issues during the Project.

H. Understanding of Airport's Vision and Objectives: Consultant shall provide an explanation of their understanding of the Department's vision and objective and a brief summary of how this Airport is or is not unique to other airports. The explanation should also include any special or unique provisions to be taken while preparing the master plan for CLE.

I. DBE/SBE Participation: Firms shall submit the names of persons, subcontractors, joint ventures or others to be used in meeting DBE/SBE goals or requirements. A list with the firm(s) location shall be included in the submittal along with an estimate of anticipated percentage of work to be subcontracted to DBE/SBE and Non DBE/SBE proposed subconsultants.

J. Affidavit: Firms shall submit with its Statement an affidavit stating that neither 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, and further agreeing that no such money or reward will be hereafter paid.

K. Joint Ventures or Partnerships: If the Statement submitted is on behalf of a joint venture or partnership, an executed copy of the joint venture or partnership agreement must be submitted with the Statement and will become an attachment to the City's contract. The award of a contract to the joint venture or partnership may be indicated as a condition precedent for the commencement of either such agreement.

L. Additional Submittal Requirements: Firms shall complete, execute and return with its Statement the following documents, copies of which are attached to this Request for Qualifications: (i) Northern Ireland Fair Employment Practices Disclosure; (ii) Request for Taxpayer Identification Number and Certification; (iii) Affidavit and (iv) Non-Competitive Bid Contract Statement for Calendar Year 2019.

M. Environmental Sustainability: Describe how the proposed services/project/solution incorporate environmental sustainability.

N. Supplemental Information

1. The City may require a firm to further supplement its written Statement to obtain additional information regarding its qualifications or to meet with the City's designated representatives to further describe the firm's qualifications and abilities.

2. The decision regarding which firm(s) will be asked to supplement their Statement or meet with City representatives is in the Director's sole discretion.

3. Supplements will be utilized for clarification purposes only and the firm may not substitute material elements of its written Statement nor may the firm provide previously omitted material. The requested information or meeting shall be respectively furnished or take place at the time and place specified by the City.

8. INQUIRIES

Interested parties may submit questions pertaining to the RFQ. Questions must be submitted, in writing, to the Procurement Section of the Department of Port Control, 5300 Riverside Drive, P. O. Box 81009, Cleveland, Ohio 44181-0009 no later than Friday, February 8, 2019. The Department will post online, via Addendum, responses to all questions received. Questions may be submitted via e-mail to smuia@clevelandairport.com. Verbal responses given by representatives of the City at any time may not be relied upon by the Consultant in submitting its Statement or in the performance of its obligations under the RFQ.

9. DISQUALIFICATION OF CONSULTANT/ STATEMENT

The City does not intend by this Request for Qualifications to prohibit or discourage submission of a Statement that is based upon Consultant's trade experience relative to the scope of work, services or product(s) described in this RFQ 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 RFQ, including terms inconsistent with or substantially varying from the services or the financial and operational requirements of the RFQ, as determined solely by the City. The City reserves the right to reject any and all Statements or to waive and accept any deviation from this RFQ or in any step of the Statement 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 Consultant submit only one Statement including all alternatives to the Statement that the Consultant desires the City to consider, it will accept Statements from different business entities or combinations having one or more members in interest in common with another Consultant. The City may reject one or more Statements if it has reason to believe that Consultants have colluded to conceal the interest of one or more parties in a Statement, and will not consider a future Statement from a participant in the collusion. In addition, the City will not accept a Statement from or approve a contract to any Consultant 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 Statements. Failure by a Consultant to respond thoroughly and completely to all information and document requests in this RFQ

may result in rejection of its Statement. Further, the City reserves the right to independently investigate the financial status, qualifications, experience and performance history of a Consultant.

The City reserves the right to cancel the approval or authorization of a contract award, with or without cause, at any time before its execution of a contract and to later enter into a contract that deviates from the provisions contained in this Request for Qualifications, if agreed to by another Consultant.

10. EVALUATION OF STATEMENTS

The City department/division issuing this RFQ will evaluate each Statement submitted. The 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 Statements that are received on or before the submission deadline, and which meet all the requirements of this RFQ. The City reserves the right to request a "best and final offer" from Consultants meeting the minimum requirements.

CLE shall apply an Evaluation Credit of two percent (2%) of the total points awarded for a Statement received from a Local Producer and two percent (2%) of the total points awarded for a Statement 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 Statement comparison when evaluating competing Statements. The use of Evaluation Credits does not alter the Statement submitted by a Consultant or the contract executed based on the Statement. 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 Consultant. Instead, the rating reflects the City's best attempt to quantify each Consultant's ability to provide the services set forth in the contract and to meet the specific conditions and criteria included in this Request for Qualifications.

1. Demonstrated Understanding of Scope and Requirements; Overall Experience; Qualifications and Performance on Similar Projects. (Section 7C. Rating up to 20 points.)

2. Proven Experience and Qualifications of Project Team Members. (Section 7D. Rating up to 20 points.)

3. Demonstrated Understanding of FAA's Standards and Recommended Practices. (Section 7E. Rating up to 15 points.)

4. Ability to Meet Department's Execution Plan Timeline/Schedule. (Section 7F. Rating up to 20 points.)

5. Management Plan. (Section 7G. Rating up to 15 points.)

6. Understanding of the Airport's Vision and Objectives. (Section 7H. Rating up to 10 points.)

7. DBE/SBE Participation: Firms shall submit the names of persons, subcontractors, joint ventures or others to be used in meeting DBE/SBE goals. (Pass/Fail)