

REQUEST FOR PROPOSALS
FOR
AIR SERVICE MANAGEMENT CONSULTING SERVICES



Issued By:

Spokane Airport Board
9000 W. Airport Drive, Suite 204
Spokane, WA 99224

July 3, 2016

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SPOKANE AIRPORT BOARD
REQUEST FOR PROPOSALS
FOR
AIR SERVICE MANAGEMENT CONSULTING SERVICES

Sealed proposals will be accepted until 1:00 PM PT, Friday, July 29, 2016 by the Spokane Airport Board (Board), 9000 W. Airport Drive, Suite 204, Spokane, Washington 99224, to provide the Airport with Air Service Management Consulting Services in accordance with the conditions stated in the Request for Proposals (RFP) package.

RFP package documents may be obtained from Todd Woodard, Director, Marketing/Public Affairs, at the above address, by calling (509) 455-6470, by email at todd.woodard@spokaneairports.net or by accessing the Airport website: <http://business.spokaneairports.net/rfp/>.

Proposals shall be submitted prior to 1:00 PM PT, Friday, July 29, 2016, to the above address and are to be marked: "Proposal for Air Service Management Consulting Services".

The Board reserves the right to reject any and all proposals, award multiple agreements to more than one Proposer, to waive any irregularities in the process, to negotiate with any proposers, and to accept any proposal considered to be in the best interest of the Board.

The Airport is an Equal Employment Opportunity (EEO) organization which does not discriminate against any prospective Proposer on the basis of race, religion, color, sex, age, national origin, sexual orientation, or presence of any sensory, mental, or physical disability in the consideration of agreement award. A successful proposer will be required to comply with all EEO, federal, state, and local laws and regulations.

Spokane International Airport
9000 West Airport Drive, Suite 204
Spokane, Washington 99224

TO: Prospective Air Service Management Consulting Service Proposer

FROM: Todd S. Woodard
Director of Marketing/Public Affairs

DATE: July 3, 2016

SUBJECT: Air Service Management Consulting Services Request for Proposals

Thank you for reviewing this Request for Proposals. We appreciate your interest in providing Air Service Management Consulting Services for Spokane International Airport.

Please read the information in this packet thoroughly. A proposal may be disqualified if it does not comply with all of the requirements of the Airport's Request for Proposals process. We want your proposal to be evaluated on its merits, and not be deemed non-responsive.

The following schedule is tentative and subject to change solely at the Airport's discretion:

July 3, 2016	RFP Advertised/posted on Airport's web site
1:00 PM PT July 15, 2016	Questions deadline
4:00 PM PT July 22, 2016	Responses/Addenda posted
1:00 PM PT July 29, 2016	Proposals due
August 1 - 4, 2016	Review by Selection Committee
August 5, 2016	Notify Finalist(s)
August 10, 2016	Airport Board Finance Committee Recommendation
August 18, 2016	Airport Board Action/Agreement Award

Please contact me at todd.woodard@spokaneairports.net if you have any questions regarding this document or the RFP process.

Sincerely,

Todd S. Woodard
Director, Marketing/Public Affairs
Spokane International Airport
509-455-6470

I. INTRODUCTION

Via this Request for Proposals (“RFP”), the Airport is seeking an agreement with one or more qualified Air Service Development Proposers to provide Air Service Management Consulting Services for the Airport for the next three (3) calendar years, commencing on or before September 1, 2016 and ending August 31, 2019, with an option for two (2) additional one (1) year terms. Services under any agreement will be performed based on specific Authorizations of Service or a task order basis approved by the Airport. The Proposer shall demonstrate excellence in market definition and analysis, demographic data gathering and presentation, route analysis, messaging, and airline relationship development. A successful Proposer will, with Airport staff, develop and implement a comprehensive air service development strategy to maintain and increase air service by existing carriers and attract new carriers to the Airport. The Airport reserves the right to reject any and all proposals, award multiple agreements to more than one Proposer, to waive any irregularities in the process, to negotiate with any proposers, and to accept any proposals considered to be in the best interest of the Airport.

The agreement to be executed with any successful Proposer shall be in accordance with Section III SCOPE OF SERVICES and be acceptable to the Airport.

This document outlines the prerequisites, selection process and documentation necessary to submit a proposal for the requested services. Please carefully read the entire package before submitting your proposal.

Sealed proposals, one (1) original and three (3) copies, shall be submitted **by 1:00 PM PT on July 29, 2016 and delivered to:**

Spokane International Airport
ATTN: Marketing Department, Airport Administration
9000 West Airport Drive, Suite 204
Spokane, Washington 99224

Any proposal received after 1:00 PM PT on July 29, 2016 will be deemed late and non-responsive.

All proposals will be date and time stamped upon receipt by Airport staff and shall be opened and reviewed after 1:00 PM PT July 29, 2016. All documents listed on the attached Proposal Submission Checklist – Attachment #1 must be submitted in a sealed envelope that is clearly marked: “Proposal for Air Service Management Consulting Services.” It will be the sole responsibility of Proposers to ensure proposals are delivered to Spokane International Airport by the appointed date and time and with the appropriate markings on the sealed envelope. Late proposals will be returned to the Proposer unopened. All responsive proposals become the property of the Airport and must be provided without cost to the Airport. Except as otherwise provided for herein, proposals which are incomplete or which are not in conformance with the law, may be rejected as non-responsive.

This RFP does not commit the Airport to enter into an agreement for all or any portion of the Scope of Services or to pay any costs incurred in the preparation of a proposal pursuant to this RFP or incurred in subsequent negotiations. It is the intention of the Board to negotiate an agreement with any Proposer it deems beneficial to the Airport.

All proposals shall be considered valid for a period of ninety (90) days from the proposal closing date and shall contain a statement to that effect. Timely proposals received shall be subject to applicable laws and regulations governing public disclosure. Any information received within the proposal will be considered part of the public record of this RFP process and a public record subject to disclosure.

The Airport reserves the right to reject any and all proposals, to waive informalities and irregularities in the proposal submission process, to extend the date for submittal of responses, to request additional information.

By submittal of a proposal pursuant to this RFP, the Proposer certifies that no fee or commission, or any other thing of value, has been paid or agreed to be paid to any employee, agent, representative, official or current Proposer of the Board in order to procure the agreement described in this RFP. The Proposer also certifies that the financial information in its proposal has been arrived at independently and without consultation, communication or agreement with the Board, any employee or representative of the Airport (except as set forth herein), or other proposers, to restrict competition as to any matter relating to this RFP.

EQUAL EMPLOYMENT OPPORTUNITY

Spokane International Airport is an Equal Employment Opportunity (EEO) organization, which does not discriminate on the basis of race, religion, color, sex, age, marital status, national origin, sexual orientation, or the presence of any sensory, mental or physical disability in consideration of an agreement award. A successful proposer will be required to comply with all federal, state, and local laws and regulations.

PROHIBITION AGAINST LOBBYING

The Proposer shall not lobby, either on an individual or collective basis, the Board (its associated City and County employees, or outside advisors) or any federal, state, or local elected or public officials or staff regarding this RFP or its written proposal. Proposers, the Proposer's acquaintances, friends, family, outside advisors, agents, or other representatives shall not contact the Board (its associated City and County employees, or outside advisors) or any federal, state, or local elected or public officials or Airport staff to arrange meetings, visits, or presentations to influence the outcome of the selection process. Violation of this provision, by or on behalf of a Proposer, intentionally or unintentionally, will result in disqualification of the Proposer and/or rejection of a written proposal.

QUESTIONS, INQUIRIES and CONTACT WITH AIRPORT STAFF

The Airport is committed to providing all interested parties with accurate and consistent information in order to ensure that no proposer obtains an undue competitive advantage. To this end, from the date of this RFP through award of agreement, the sole Airport contact is:

Todd Woodard
Director, Marketing/Public Affairs
9000 West Airport Drive, Suite 204
Spokane, Washington 99224
(509) 455-6470
E-mail: todd.woodard@spokaneairports.net

The Airport's website (www.spokaneairports.net) contains additional information which is available to assist Proposers in responding to this RFP.

All questions from Proposers must be submitted in writing, electronically, to todd.woodard@spokaneairports.net no later than 1:00 PM PT July 15, 2016. It will be the sole

responsibility of Proposers to ensure questions are submitted in a timely manner and to the proper Airport representative. Answers to questions, other clarifications and/or addendums will be posted on the Airport's website (www.spokaneairports.net/rfp.htm) no later than 4:00 PM PT July 22, 2016.

In the event any addendums are issued, proposers shall complete and return the Acknowledgement of Addenda form (Attachment #2) with their proposal.

II. AIRPORT BACKGROUND

Spokane Airports is jointly owned by Spokane County and the City of Spokane. The County and City operate the airports under provisions of RCW 14.08 which establishes the operation of airports by more than one municipality under joint agreement. The operating authority of Spokane Airports is the Spokane Airport Board. The Board is comprised of seven appointees from the two governmental bodies. The Board annually invests approximately \$30 million in capital improvements utilizing various funding sources and an additional \$30 million is expended on maintenance and operations of the facilities.

The Board is responsible for the oversight of Spokane International Airport, Felts Field Airport, and the Airport Business Park. The Board also has a Grant of Authority to operate Foreign-Trade Zone #224. The Spokane Airport Board was formed in 1962 and has operated Spokane's Airports since that time. The Board's three properties are financially self-sufficient and are operated and maintained by revenues derived from rents, concession agreements, and fees generated on the facilities. None receive appropriated tax dollars.

Spokane International Airport is a commercial service airport encompassing over 6,000 acres and is served by five airlines and two integrated air cargo carriers. The airport processed over 3.1 million total passengers and 69,218 U.S. air cargo tons in 2015. It is the second largest airport in the State of Washington and recognized by the FAA as a small hub airport. Twelve (12) cities are served with nonstop service from Spokane. Passenger carriers serving Spokane include:

Alaska
American
Delta
Southwest
United

Nonstop destinations:

Anchorage (Alaska-Seasonally, Saturday-only)
Seattle (Alaska and Delta)
Portland (Alaska)
Boise (Alaska and Southwest)
Salt Lake (Delta)
Oakland (Southwest)
Los Angeles (Delta)
Las Vegas (Southwest)
Phoenix (American and Southwest)
Denver (Southwest and United)
Minneapolis (Delta)
Chicago-Midway (Southwest -Seasonally)

Focus cities that are not currently served nonstop:

Dallas-Fort Worth
San Diego
Chicago (year round)
Atlanta
Vancouver

The Airport is the work site for three thousand people serving a variety of aviation and non-aviation related businesses, providing the region with \$750 million in annual economic impact.

The growth and expansion of the airfield and regional aerospace industry cluster is a priority and targeted area for business recruitment. Spokane International Airport supports Aircraft Maintenance, Repair and Overhaul operators; commercial aircraft painting; remanufacturing of aircraft component parts for domestic and international airlines; aircraft power-plant research and development; and traditional FBO services that support corporate and general aviation. The Airport, along with our strategic partners including the City of Spokane, Spokane County, City of Airway Heights, the Community Colleges of Spokane and Greater Spokane Incorporated, launched the “Aerospace Initiative for Recruitment” or AIR Spokane Project targeting the recruitment of aircraft manufacturers such as, The Boeing Company and Airbus or their Tier One suppliers. The Airport has designated over 1,000 acres of land situated west of the Terminal complex and Hayford Road that is serviced by all major physical infrastructure, including rail for development on either a lease or purchase basis. AIR Spokane has received much exposure and has presented a compelling case that we could support a major aerospace complex employing several hundreds, if not thousands, of workers. Marketing this opportunity will be a priority in the near and mid-term.

The geographic area served by Spokane International Airport is all of what is known as the Pacific Inland Northwest, including Eastern Washington, Northern Idaho, Western Montana and portions of Southern British Columbia and Alberta. In total, 1.7 million people reside in this market area.

III. SCOPE OF SERVICES

The Air Service Management Consulting Services agreement may include but is not limited to the following services:

- A. **MARKET DEFINITION AND ANALYSIS:** The Proposer shall be able to define and analyze the Spokane metropolitan area in multiple ways, including but not limited to, a thorough demographic review of the area, including the ability to obtain employment, level of interest, and travel information from the local business community is required.
- B. **ROUTE ANALYSIS:** The Proposer shall be able to analyze route performance and recommend airlines and routes that would be financially viable, which analysis shall be based on, but not limited to, the following list of considerations:
 - 1. Historic and forecast traffic volumes, service patterns, and seasons. These analyses will be primarily for domestic routes (forecast information for routes to Canada may be requested on occasion).
 - 2. Economic profile of historic and/or current commercial aviation services.

3. Traffic and revenue forecasts for new operations including total passengers, projected load factors, yield analysis, passenger revenue potential, estimated operating costs and potential route profitability.
 4. Historic and forecast comparative data and analysis showing why Spokane represents a strong opportunity for a targeted carrier to provide service on a specific route.
- C. **MESSAGING AND PRESENTATION PACKAGES:** The Proposer shall demonstrate its ability to develop customizable presentations and messaging materials in various formats for a variety of audiences, including airline planners, airline leadership, community business groups, Airport members, and others and may be required to attend and participate in meetings.
- D. **RELATIONSHIP DEVELOPMENT:** Proposer shall provide detail about relationships, on an airline-by-airline basis, so as to establish sufficient evidence from which to assess relative scoring. For example, Proposer could state the length of continuous relationships or with an airline. Proposer has worked with the airline for 15 years, etc. The consultant shall work with staff to identify ways to develop and strengthen direct airport-airline relationships in both the short and long term.
- E. **INCENTIVE PROGRAM:** The Proposer needs to provide detailed examples of developing incentive programs for airports and their communities and also explain briefly how they worked to gain broad community support of incentives.
- F. **SMALL COMMUNITY AIR SERVICE DEVELOPMENT GRANT ANALYSIS AND PRESENTATIONS:** The Proposer shall identify and analyze targeted airlines to utilize Spokane's secured USDOT SCASD grant. The data will be used to develop specific and compelling presentations to the most relevant group of airlines to secure nonstop service to the previously identified focus cities.
- G. **ONGOING DATA:** The Proposer shall provide ongoing data services on airline air service schedules, passenger-related statistics and related airline performance measures. Gathered data would include, but not be limited to:
1. Benchmarking Spokane Airport against other similarly sized airports and/or those within the same geographic region.
 2. T100 Data on a monthly basis, which provides detailed information on a route-by-route basis.
 3. Monthly commercial airline service flight schedule providing both seat and departure/arrival information.
 4. Monitor any recent any changes in Spokane Airport's commercial airline service on an ongoing basis.
- H. **ON CALL RESEARCH:** On occasion, questions/inquiries will arise regarding a start-up airline, new entrant airline, incumbent airline, international air service possibilities, air service marketing opportunities, etc. The Proposer shall be able to prepare an appropriate response to the inquiry or other assistance may be requested of the Proposer by the Airport.

Additional Authorizations of Service may be issued under the agreement during the term of agreement, as conditions warrant.

IV. PROPOSAL CONTENTS

4.1 PREPARATION OF PROPOSAL

Proposals shall be submitted on eight and one-half by eleven inch (8" 1/2 x 11") paper with tabs separating the major sections of the Proposal. The major sections of the Proposal are to be submitted in the order noted below:

- A. Letter of Submittal
- B. Management Proposal
- C. Technical Proposal
- D. Cost Proposal
- E. Acknowledgement of Addenda(s), if issued

Proposals shall provide information in the same order as presented in this document with the same headings. This will not only be helpful to the evaluators of the Proposal, but should assist the Proposer in preparing a thorough response. Submission of prior work samples must be by electronic media only (thumb drive, CD, or DVD, and must be in a common file format; i.e., .pdf, .doc, .jpg, .wav, .mov

4.2 LETTER OF SUBMITTAL

The Letter of Submittal shall be signed and dated by a person authorized to legally bind the Proposer to a contractual relationship, e.g., the president or executive director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship. Along with introductory remarks, the Letter of Submittal is to include the following information about the Proposer and any proposed subcontractors:

- A. Name, address, principal place of business, telephone number, and fax number/e-mail address of legal entity or individual with whom contract would be written.
- B. Legal status of the Proposer (sole proprietorship, partnership, corporation, etc.).
- C. Location of the facility from which the Proposer would operate.
- D. Identify any current or former Airport employees employed by or on the Proposer's governing board as of the date of the Proposal or during the previous twelve (12) months.
- E. Acknowledgement that the Proposer will comply with all terms and conditions set forth in the Request for Proposals, unless otherwise agreed by the Airport.

V. MANAGEMENT PROPOSAL

The Management Proposal shall contain sufficient detail to convey to members of the evaluation team the Proposer's project management expertise and professional experience to complete the Scope of Services.

Submission of documentation must be by electronic media only (thumb drive, CD, or DVD, and must be in a common file format (i.e., .pdf, .doc, .jpg, .wav, .mov), and must be subject to public dissemination and display with no restrictions.

The Management Proposal shall contain a comprehensive description that addresses the following elements:

5.1 PROJECT MANAGEMENT

- A. **PROJECT TEAM STRUCTURE / INTERNAL CONTROLS** - Provide a description of the proposed project team structure to be used to carry out the Scope of Services, including any subcontractors. Any and all subcontractors shall be subject to approval by the Airport. Provide an organizational chart of the project team indicating lines of authority for personnel proposed to perform the Scope of Services and relationships of this staff or sub-contractors to other programs or functions of the Proposer. Identify the project manager to be assigned to a proposed agreement and provide a resume for the project manager. This chart must also show lines of authority to the next senior level of management and include who will have prime responsibility and final authority for the work.
- B. **STAFF QUALIFICATIONS / EXPERIENCE** – Identify staff, including subcontractors, who will be assigned to the potential agreement, indicating the responsibilities and qualifications of such personnel, and include the amount of time each will be assigned to the project. Provide resumes (not to exceed two (2) pages per person) for the named staff, which include information on the individual’s particular skills related to this project, education, experience (both with this Proposer and others, as well as specific airline experience, previous titles, and responsibilities), significant accomplishments, and any other pertinent information. The Proposer shall commit that staff identified in its Proposal will actually perform the assigned work. Any staff substitution must have the prior approval of the Airport.

5.2 EXPERIENCE OF THE PROPOSER

- A. Indicate the experience the Proposer and any subcontractors have in the following areas:
 - 1. Provide specific examples of the Proposer’s experience in successfully securing new air service for clients.
 - 2. Provide specific examples of successfully expanding air service on existing routes for clients.
 - 3. Provide specific examples of successfully utilizing Small Community Air Service Development Grant Programs.
 - 4. Describe your understanding of the agreement and identify and discuss the Proposer and the project manager’s ability to complete the proposed Scope of Work.
- B. Indicate other relevant experience that indicates the qualifications of the Proposer, and any subcontractors, for the performance of the potential agreement.
- C. Include a list of contracts the Proposer has had during the last five (5) years that relate to the Proposer’s ability to perform the services needed under this RFP. List contract reference numbers, contract period of performance, current and valid names of contact persons, telephone numbers, and fax numbers/e-mail addresses. The Proposer shall grant permission to the Airport to contact the client list.

5.3. REFERENCES

List current (within the last five (5) years), valid names, addresses, telephone numbers, and fax numbers/e-mail addresses of three (3) business references for whom work has been accomplished and briefly describe the type of service provided. By submitting such

references, the Proposer grants permission to the Airport to contact any or all such persons. Do not include current Airport staff as references. The Airport may evaluate references at the Airport's discretion.

5.4. RELATED INFORMATION

An affirmative statement indicating the Proposer and all assigned key professional staff are properly licensed, or will obtain proper licenses, to conduct business in Washington.

VI. TECHNICAL PROPOSAL

The Technical Proposal shall contain sufficient detail to convey to members of the evaluation team the Proposer's knowledge of the subjects and skills necessary to successfully complete the Scope of Services. Include any required involvement of Airport staff. The Proposer may also present any creative approaches that might be appropriate and may provide any pertinent supporting documentation.

Submission of prior work samples must be by electronic media only (thumb drive, CD, or DVD, and must be in a common file format (i.e., .pdf, .doc, .jpg, .wav, .mov), and must be subject to public dissemination and display with no restrictions.

The Technical Proposal shall contain a comprehensive description that addresses the following elements:

6.1. WORK PLAN

- A. Include all Scope of Services requirements and the proposed tasks, services, activities, etc., necessary to accomplish the work as defined in the Scope of Services (Section III). In addition, the Proposer should elaborate on their methodology or approach to achieving the objectives identified in the Scope of Services. Proposer should provide any additional information which, in the opinion of the Proposer would be relevant to the Airport's evaluation process, which may include but not limited to:
 - 1) A statement describing the type and anticipated amount of support services or documents the Airport would be required to provide.
 - 2) A list of specific exceptions to any and all items, conditions and requirements contained in the Scope of Services.
 - 3) Information pertaining to any area which is customarily reviewed during such a study which has not been mentioned in the "Scope of Services" Section III of this RFP.

6.2. PROJECT SCHEDULE

Include a project schedule indicating when the elements of the work should be completed. Demonstrate a tactical plan for engaging the airlines and monitoring relevant aviation-related data throughout the term of the initial agreement and any potential agreement extensions.

6.3. DELIVERABLES

Fully describe deliverables to be submitted under the potential agreement.

VII. COST PROPOSAL

The maximum fee for the Scope of Services will not exceed \$150,000, which is an annual not-to-exceed amount based on budget approval by the Board and allocated on a per-task order basis approved by the Airport.

The evaluation process is designed to award an agreement not necessarily to the one or more Proposers of least cost, but rather to one or more Proposers whose Proposal best meets the requirements of this RFP.

7.1. IDENTIFICATION OF COSTS

Identify all costs including expenses to be charged for performing the services necessary to accomplish the objectives of the agreement. Submit a fully detailed budget including staff costs (including but not limited to hourly rates and/or any expenses necessary to accomplish the tasks and to produce the deliverables under the agreement. Proposers are required to collect and pay Washington state sales tax, if applicable.

Costs for subcontractors are to be broken out separately.

7.2. COMPUTATION

The score for the Cost Proposal will be based on evaluation of reasonable and efficient allocation of costs and the ease of administration.

VIII. EVALUATION OF PROPOSALS

8.1. EVALUATION PROCEDURE

Each proposal will be evaluated by a selection committee comprised of the Airport’s staff.

The criteria to be used in the evaluation of proposals, along with respective weighted importance, are as follows:

8.2. EVALUATION WEIGHTING AND SCORING

The following weighting and points will be assigned to the Proposal for evaluation purposes:

Management Proposal – 37.5%		75 Points
Project Team Structure	15 Points (Maximum)	
Staff Qualifications/Experience	35 Points (Maximum)	

Experience of the Proposer/Team Lead 25 Points (Maximum)

Technical Proposal – 37.5% 75 Points

Quality of Work Plan 45 Points (Maximum)

Project Schedule 10 Points (Maximum)

Project Deliverables 20 Points (Maximum)

Cost Proposal – 25% 50 Points

50 Points (Maximum)

GRAND TOTAL FOR WRITTEN PROPOSAL 200 POINTS

The Airport has made every effort to include enough information within this RFP for all Proposers to prepare a responsive Proposal. Proposers are encouraged to submit the most comprehensive and competitive information possible. Proposals that do not respond completely or sufficiently to the evaluation criteria in this RFP may be rejected as non-responsive, or will received correspondingly lower scores for those criteria, which may result in the Proposal not scoring high enough to be further considered.

8.3. AWARD OF AGREEMENT

This RFP and any oral or written representation made during this RFP process prior to award of agreement, does not obligate the Airport to award an agreement.

The Airport reserves the option of awarding this agreement in any manner most advantageous for the Airport. More than one (1) agreement may be awarded.

Award of agreement, when made, will be to a Proposer whose Proposal is in the best interests of the Airport, taking into consideration the evaluation factors. STATE CONTRACTS WHERE APPLICABLE WILL BE CONSIDERED AS A PROPOSAL. The Spokane Airport Board shall make the award of agreement, with work to be performed based on specific Authorizations of Service or a task order basis approved by the Airport. Unsuccessful proposers will not automatically be notified of Proposal results.

Following evaluation, a recommendation for award shall be submitted to the Spokane Airport Board. Award of agreement, if made, shall be by the Spokane Airport Board in open meeting.

8.4. TERM OF AGREEMENT

The term of any awarded agreement for Air Service Management Consulting Services shall be three (3) years commencing September 1, 2016. At the Board's sole option, two (2) additional one (1) year terms may be exercised.

8.5. RIGHTS RESERVED

In addition to all other rights reserved, the Airport reserves the following rights:

- A. To waive as an informality any irregularities in Proposals and/or to reject any or all Proposals.
- B. To extend the date for submittal of responses.
- C. To request additional information and data from any or all Proposers.
- D. To supplement, amend, or otherwise modify the RFP through addenda issued.
- E. To cancel this RFP with or without substitution of another RFP.
- F. To reissue the RFP.
- G. To make such reviews and investigations, as it considers necessary and appropriate, for evaluation of the Proposals.
- H. To not select any Proposer if the proposed price is more than the Airport's budget for the work.
- I. To reject any Proposal in the event that the Airport's analysis of the Proposer's financial status and capacity indicates, in the Airport's judgement, that the Proposer is not able to successfully perform the work.
- J. To cancel the RFP process in the event only one Proposal is received by the deadline.
- K. To deem a Proposal non-responsive if the Airport obtains information from any reference check that reveals concerns about the Proposer's past performance or their ability to successfully perform the work.

8.6. PROTEST PROCEDURE

- A. Deadline for Protest: The following deadlines for filing protests and appeals based on this RFP shall apply:
 - 1) RFP: Any protest related to the requirements of this RFP must be received by the RFP Contact Person no later than three (3) business days before the proposal submittal deadline.
 - 2) Awards: Any protest related to the award of an agreement based on this RFP or protest of a decision by the Airport to reject a proposal must be received by the Airport's Attorney within three (3) business days after notification to the protesting party that it was not awarded an agreement or its proposal was rejected.
- B. Form and Manner of Filing:
 - 1) In Writing: All protests and appeals must be in writing, signed, and specify the reasons and facts upon which the protest or appeal is based. Failure to raise any reason or fact upon which the protest or appeal is based shall constitute a waiver and/or forfeiture of such reason or fact for protest or appeal.
 - 2) File protest of award with Airport Attorney: All protests and appeals must be filed with the Spokane International Airport, Attention: Brian M. Werst, General Counsel, 9000 W. Airport Drive, Suite 213, Spokane, WA 99224.
- C. Airport's Review of Protests and Appeals
 - 1) The Director of the Airport Department publishing the RFP shall review and investigate properly and timely filed protests and appeals. At the Airport's sole discretion, an informal hearing may be held with affected parties to gather additional information. The Department Director shall issue a written decision to the protestor, stating the reasons for the decision.

- 2) Appeal to Airport's CEO: Any further appeal of a formal decision by the Department Director must be received by the Airport's CEO within two (2) business days of receipt of the written decision by the Department Director. Properly and timely filed appeals of the decisions of the Department Director shall be reviewed and investigated by the Airport CEO, who shall issue the Airport's final decision.
- D. Failure to Meet Deadline
- 1) Failure to meet any applicable deadline for a protest and appeal shall constitute a waiver of any and all rights to protest and appeal.

8.7 OPEN PUBLIC RECORDS ACT

The Airport is subject to the Public Records Act (Ch. 42.56 RCW). Accordingly, notwithstanding any claim of confidentiality or that any or all of the Proposer's submittal contains propriety information, Proposer understands by its submission of a proposal, that such proposal may be disclosed pursuant to a public records request.



ATTACHMENTS

Attachment #1

PROPOSAL SUBMISSION CHECKLIST

(Refer also to Section IV. "Proposal Contents")

The following information and documents must be submitted in the order noted below as part of the sealed proposal for the proposal to be considered responsive:

	<u>Attached or Included</u>
1. Letter of Submittal	Yes _____ No _____
2. Management Proposal	Yes _____ No _____
3. Technical Proposal	Yes _____ No _____
4. Cost Proposal	Yes _____ No _____
5. Acknowledgement of Addenda – Attachment #2	Yes _____ No _____

Submission Due Date: Friday, July 29, 2016; 1:00 PM PT

Complete Package: YES _____ NO _____

Attachment #2

ACKNOWLEDGMENT OF ADDENDA

The following form shall be completed and included in the proposal.

Failure to acknowledge receipt of all addenda, if any, may cause the proposal to be considered non-responsive.

The undersigned acknowledges receipt of the following addenda to the RFP:

Addendum No. _____, Dated

Addendum No. _____, Dated

Addendum No. _____, Dated

Company Name of Proposer: _____

Company Address: _____

Telephone Number: _____

Fax Number: _____

Email Address: _____

Authorized Signature: _____

Printed Name and Title: _____

Date Signed: _____