



REQUEST FOR PROPOSALS:

**PARKING AND GROUND TRANSPORTATION  
MANAGEMENT SERVICES**  
Solicitation Number FY22-805-25

**MANCHESTER-BOSTON REGIONAL AIRPORT  
MANCHESTER, NEW HAMPSHIRE**

**December 21, 2021**

**REQUEST FOR PROPOSALS  
FOR  
PARKING AND GROUND TRANSPORTATION MANAGEMENT  
SERVICES  
MANCHESTER-BOSTON REGIONAL AIRPORT  
MANCHESTER, NH**

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The City of Manchester, New Hampshire acting by and through its Department of Aviation (hereinafter called the "AIRPORT"), being the duly and lawfully constituted municipal corporation owning and operating the Manchester-Boston Regional Airport, located in the City of Manchester and Town of Londonderry, New Hampshire hereby solicits a Request for Proposals ("PROPOSALS") for Parking and Ground Transportation Management Services.

It is the intent of the AIRPORT to select a RESPONDENT for a fixed term of ten (10) years with two (2) five (5) year options.

**Title VI Solicitation Notice:**

Manchester-Boston Regional Airport, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders or offerors that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

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## SECTION I – DESCRIPTION OF WORK

### 1.1 General Description of Responsibilities

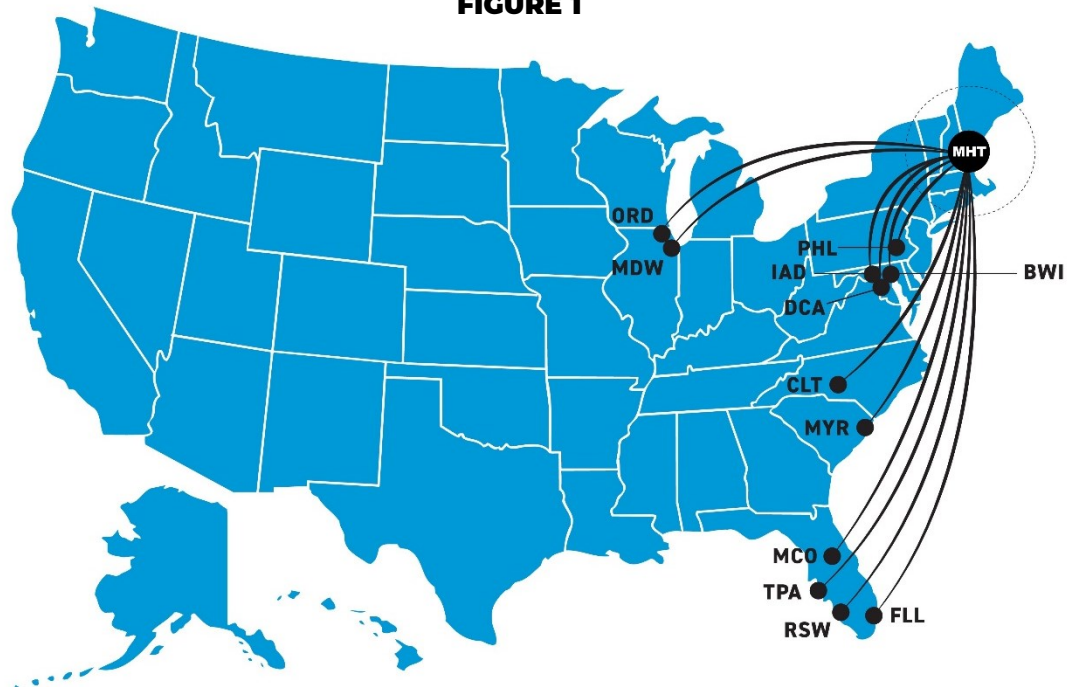
The AIRPORT is seeking PROPOSALS from qualified Parking Management companies (“RESPONDENTS”) to provide Parking and Ground Transportation Management Services to the AIRPORT. The AIRPORT intends to select one (1) RESPONDENT that will enter into a Professional Services Agreement (“AGREEMENT”) with the AIRPORT (see **Appendix A**).

RESPONDENTS to this RFP should demonstrate excellence in guest service, revenue management and enhancement strategies, the marketing of various parking products, creation and implementation of effective maintenance policies and procedures, and implementation of technological innovation. The successful RESPONDENT will, with input and direction from AIRPORT staff, develop and implement a reimagining of the existing parking operations at the AIRPORT that will: a) implement and leverage new technologies, b) provide a world-class parking product with exceptional guest experience, c) enhance parking revenues, and d) provide AIRPORT management with enhanced situational awareness of the parking operation.

### 1.2 Airport Background

The AIRPORT is located in southern New Hampshire about 50-air miles northwest of downtown Boston and is classified in the National Plan of Integrated Airport Systems (“NPIAS”) as a small-hub airport. Currently the AIRPORT is served by four major carriers – Southwest Airlines, American Airlines, United Airlines, and Spirit Airlines. The four major carriers offer 27 daily non-stop flights to 12 destinations (see **Figure 1**). Several destinations have multiple carriers offering multiple daily flights (i.e. MCO is served by Southwest and Spirit Airlines). In 2019, the AIRPORT served 1.7 million total passengers on 60 daily operations (30 departures and 30 arrivals). The pandemic recovery at the AIRPORT has resulted in a return to 75% of pre-pandemic daily

**FIGURE 1**



departing passengers with most of the passengers traveling for leisure purposes. As such, when business traffic returns to pre-pandemic levels, the AIRPORT expects to eclipse pre-pandemic activity levels. The AIRPORT enjoys a highly loyal customer base with a Net Promoter Score (“NPS”) of +32. When examining the survey population by airport of use over the last two years, the AIRPORT NPS increases to +79 for New Hampshire residents that only used the AIRPORT and +51 for residents that have used both MHT and BOS in the last two years. As such, the AIRPORT places a high priority in providing an exceptional guest experience and we fully expect our business partners to provide the same, if not a higher, level.

#### 1.2.1 Airport Catchment Area

The airport catchment area has experienced growth rates in population, per capita income, per capita disposable income, and gross regional product since 2010. In fact, the State of New Hampshire has the second highest population growth rate (+3%) of any state in New England since the 2010 census. Further, the state has the 6<sup>th</sup> highest per capita disposable income of any state in the union and was recently ranked as:

- A Top 10 state in net-millennial migration – the only state north of North Carolina and east of Missouri to earn that distinction;
- A two-time winner of the prestigious *Innovation Champion* distinction from the Consumer Technology Association; and,
- Ranked as the 4<sup>th</sup> Most Innovative State by the Consumer Technology Association.

The region is characterized by a high level of educational attainment resulting in a discriminating passenger profile. Within 25-air miles of the AIRPORT lies a population of 1.35 million persons with an average household income of \$81,750 and a total purchasing power over \$41.2 billion. Despite these overwhelmingly positive socio-economic trends, the AIRPORT has experienced a decline in passenger enplanements over the past 15-years due to macro-level issues in the industry namely a) the consolidation in airline competition, b) the resulting significant changes in airline business models, and c) increasing low-cost carrier (“LCC”) activity at Boston-Logan. This led to a corresponding increase in airline cost per enplanement (“CPE”) at the AIRPORT. To address this negative trend, the AIRPORT focused on lowering the CPE by restructuring our long-term debt profile. In the midst of the pandemic, the AIRPORT closed on an advanced refunding on a portion of the Series 2012A bonds that will result in landing fees being reduced to \$5.22 and overall airport CPE to \$10.23 by FY24.<sup>1</sup> As a result of this restructuring, the AIRPORT recently welcomed the first new airline to the AIRPORT in nearly two decades with the introduction of Spirit Airlines with service to MCO (daily), FLL (daily), TPA (seasonal), RSW (seasonal), and MYR (seasonal).

The Southern New Hampshire region has a history of embracing innovation and is home to a growing bio-medical technology industry anchored by the Advanced Regenerative Manufacturing Institute (“ARMI”) in the downtown mill yards of Manchester. Additionally, the state of New Hampshire is home to the highest concentration of tech-startups per capita in the nation. The continued growth – and potential converging of these two sectors – is anticipated to have a positive impact on demand for aviation services provided at the AIRPORT. As such, the successful RESPONDENT will need to modify operations and product offerings to accommodate the changing expectations of

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<sup>1</sup> Based on the airport attaining pre-CoVID-19 traffic levels and successfully completing Phase II of the 2012A refunding.

passengers and the potential for a return to positive growth rates as the AIRPORT continues to diversify airline choices to the traveling public.

#### 1.2.2 Competitive Landscape

The AIRPORT currently does not have off-airport parking competitors, however, several vacant lots in the vicinity of the AIRPORT could be used for off airport parking operations. We do not foresee any off-airport parking operation in the near future; however, it is conceivable that an off-airport competitor could materialize should the AIRPORT continue to find success in air service development.

It should be noted that the current Parking Operator at the AIRPORT has staff that is unionized and RESPONDENTS should assume that this unionized work force continues. A total of four (4) employees are in the bargaining unit out of a total of 13 employees. A table showing current employee staffing levels can be found in **Appendix K**.

#### 1.2.3 FastPass Program

The Airport has a frequent parker program that is branded as “FastPass.” This program allows registered participants to earn points towards free parking and provides convenient credit-card in/out processing. The AIRPORT desires to rebrand this program and expand the program to an “airport loyalty program” that will allow participants to earn points throughout their journey from the curb to the gate and from the gate to the curb, rather than just in the parking facilities.

As of Fall 2021, the program has a total of **5,827** registered participants. The AIRPORT desires this program to expand and will issue yearly goals for total registered participants to the successful RESPONDENT.



### 1.3 Minimum Qualifications

To be considered for evaluation/selection, the RESPONDENT must attest using the *Certification of Minimum Qualifications* form found in **Appendix B** that they meet the minimum qualifications set forth below. Inability to meet the minimum qualifications set forth in this RFP will result in the rejection of the PROPOSAL as non-responsive.

Any RESPONDENT (or its principal owner or predecessor in interest, or, in the case of a joint venture, at least one joint venture partner with at least 40% interest in the joint venture) must meet all the following eligibility criteria for this RFP:

- a) The RESPONDENT must have been in continuous existence in the commercial parking/management business for at least the last 5 years; and,
- b) The RESPONDENT must have performed similar services for at least five (5) airports or public entities having a minimum of 4,000 public parking spaces and annual gross revenues of at least \$10,000,000 within the last three (3) years; and,
- c) The RESPONDENT must demonstrate to the satisfaction of the AIRPORT that it has the financial resources to finance, develop, and operate the Parking Management program contained in their PROPOSAL; and,

- d) The RESPONDENT must have a demonstrated track record of performing Parking Management Services; and,
- e) The RESPONDENT must be in good standing with the AIRPORT and any current or prior clients, must certify that they are not involved in any legal actions with current or prior clients, current in all tax liabilities for any locality or state where the RESPONDENT previously operated or currently operates, and not barred from providing parking services by any governmental agency or Airport; and,
- f) The RESPONDENT must agree that they will not operate, or have business interests in, any parking facilities that compete with the AIRPORT (i.e., off-airport parking businesses) during the term of this contract.

#### 1.4 Description of Parking and Ground Transportation Management Services

The AIRPORT is seeking a Parking Management Company to handle the operation, management, and maintenance of all parking facilities at the Airport, which currently includes a six-level parking garage of approximately **3,600** revenue producing spaces (the “Parking Garage”), an adjacent hourly lot containing **82** revenue producing spaces (“Lot A”), and a long-term economy lot containing approximately **2,771** parking spots (“Lot C”). The purpose of this procurement action is to identify a RESPONDENT that will provide a first-class parking product and operation to the traveling public at the best value to the AIRPORT. As such, the AIRPORT has established the following objectives for this RFP, listed in no order:

- a) To provide superior guest service to the traveling public; and,
- b) To provide a seamless provision of amenities during the implementation of a new parking revenue management system; and,
- c) To maintain the parking facilities in an “opening day fresh” condition throughout the term of the Parking Management Contract; and,
- d) To maximize non-aeronautical revenue to the Airport in furtherance of lowering airline operating costs; and,
- e) To provide a seamless transition from the incumbent to the selected RESPONDENT, should the incumbent not be re-selected.

##### 1.4.1 Parking Facility 1 – Parking Garage

The Parking Garage is located directly across from the Airport Terminal Building and is connected through a conditioned pedestrian bridge that enters the Parking Garage on Level 2. The Parking Garage contains six floors, five of which are revenue producing public parking spaces totaling approximately **3,600** spaces (see **Appendix H** for detailed parking floor layouts).

- a) Floor 1: Rental Car Ready/Return and Parking Garage/Lot A Exit Control
- b) Floor 2: approximately 797 revenue producing parking spaces
- c) Floor 3: approximately 804 revenue producing parking spaces
- d) Floor 4: approximately 803 revenue producing parking spaces
- e) Floor 5: approximately 800 revenue producing parking spaces
- f) Floor 6: approximately 396 revenue producing parking spaces

The parking garage has two entry lanes with ticket dispensers and FastPass proximity card readers. There are seven exit lanes to the parking garage. Lanes 1, 2, 3 and 4 have cashier booths and accept both cash and credit card transactions. Lane 5 is reserved for FastPass or credit card exit only while Lanes 6 and 7 are reserved for FastPass exit only. All lanes have FastPass proximity readers.



NOTE: The exit for Lot A is through the parking garage exit lanes.

1.4.2 Parking Facility 2 – Lot A

Lot A is an uncovered lot located between the Parking Garage and the terminal curb and contains approximately **82** revenue producing parking spaces available by direct entry from the terminal curb roadway. This lot has four (4) electric charging stations for vehicles that are free for use.

1.4.3 Parking Area 3 – Lot C

Lot C is a **2,771** space surface parking lot located northwest of the Parking Garage and separated from the Parking Garage by the terminal loop road. While Lot C is physically separated from the Parking Garage by the terminal loop road, the northeastern-most section of the Lot C provides direct access via sidewalk to the terminal building.

It should be noted that Lot C is currently closed due to reduced passenger demand associated with the COVID pandemic. It is the intent of the AIRPORT to keep Lot C closed until such time as the Parking Garage consistently reaches 80% occupancy. Before closing Lot C, the demand for Lot C and the Parking Garage were highly seasonal with Lot C peaking in Spring/Summer/Fall months and the Parking Garage peaking in the Winter months. The RESPONDENT should assume that Lot C will reopen sometime in the fixed term of the AGREEMENT and will need to be staffed and serviced appropriately.

Lot C currently has several unique conditions that RESPONDENTS should be aware of:

- a) Amazon currently leases 287,000 square feet of the portion of Lot C furthest away from the terminal and parking garage. This space is used for storage of Amazon Sprinter Vans and is under year-to-year lease. This removes approximately **912 spaces** from Lot C. The AIRPORT has termination rights for convenience and cause in the lease.
- b) The AIRPORT is creating a Transportation Network Company (“TNC”) staging area near the Airport Cell Phone. This will remove approximately **82 spaces** from Lot C.
- c) The AIRPORT is currently underway with construction of a new 60,000 square foot cargo facility and associated apron and landside access. This project will necessitate the relocation of Green Drive which will impact the total number of spaces in Lot C. The relocated Green Drive will remove the first row, the circulation lane, and the first double-bay of parking spaces along the entire northeastern edge of Lot C. It is anticipated that this will remove approximately **155 spaces** from Lot C.

1.4.4 Ground Transportation Program

The AIRPORT provides a suite of Ground Transportation options for our guests. It is the intent of this procurement action that the Parking Manager will be responsible for installing and maintaining an appropriate revenue control system for the collection of Ground Transportation fees. The AIRPORT is currently undergoing a complete revision to the fee schedule for Ground Transportation providers because of the State of New Hampshire passing legislation allowing the AIRPORT to charge access fees for Transportation Network Companies (“TNCs”). The following sections provide an overview of the various ground transportation services and the concept of operations (“CONOPS”) for these services.

For purposes of this RFP the following definitions shall apply to the various terminal curbs:

- a) Inner Terminal Curb: The first curb out from the terminal vestibules and the closest to the terminal building. This is the curb commonly referred to as the “drop off” curb by passengers.
- b) Middle Terminal Curb: The next curb out from the terminal vestibules. Access to this curb is via pedestrian crosswalks which cross the inbound/outbound terminal roadway.
- c) Outer Terminal Curb: The third curb out from the terminal vestibules and the closest curb to Lot A. Access to this curb is via pedestrian crosswalk that crosses the taxi/bus circulation lane.

#### *Taxis*

Taxi providers are required to have a valid taxi drivers license issued by the AIRPORT. The AIRPORT provides a Taxi Queue on the inbound terminal roadway. This queue can accommodate approximately 15 taxis in a nose-to-tail orientation. The AIRPORT does not have a “taxi starter” at this taxi queue. Taxis hold in the queue until a space is free along the middle terminal curb where they utilize one of three (3) spaces marked for taxis. Access control is provided via a gate arm and a TransCore AVI reader to access the middle terminal curb.

#### *Busses*

The AIRPORT is currently served by the Manchester Transit Authority (“MTA”) and by Greyhound bus. Busses currently access middle terminal curb where two spaces are reserved for bus parking. The middle terminal curb has two bus shelters. The first is located south of the pedestrian bridge and is used by Greyhound while the second bus shelter, located on the north side of the pedestrian bridge, is currently used as an outdoor smoking shelter. Access control to the middle terminal curb is provided via a gate arm and TransCore AVI reader.

NOTE: the AIRPORT desires to receive additional intercity bus transit during the fixed term of the contract and RESPONDENTS should account for any additional capital investment to support additional intercity bus transit in their proposed Management Fee.

#### *Limousines*

Limousines are required to have a valid taxi drivers license issued by the AIRPORT. The AIRPORT does not provide a limousine queue, however, there are three spaces provided along the outer terminal curb. Access control is provided via a gate arm and a TransCore AVI reader to access the outer terminal curb. Exit from the outer terminal curb to the outbound terminal roadway is via a gate arm and a TransCore AVI reader.

#### *Hotel Shuttle Busses*

Hotel shuttle busses are required to have a valid operating agreement with the AIRPORT. The hotel shuttle busses access the outer terminal curb via a gate arm and a TransCore AVI reader. There are two marked hotel shuttle bus drop off and pick up areas with canopy structures to protect waiting guests from inclement weather.

### *Transportation Network Companies*

The AIRPORT is currently finalizing operating agreements with Uber and Lyft. TNCs will access a TNC Staging Area in a portion of Lot C. Upon receiving a trip request, the TNCs will proceed to one of two pick up locations. The “Terminal South” location is near baggage claim 1 and 2 (serving Spirit Airlines and United Airlines) while the “Terminal North” location is near baggage claims 3, 4, and 5 (serving Southwest Airlines and American Airlines). **It is the intent of the AIRPORT that the new Parking Manager will monitor the TNC staging lot to ensure guests are not using the staging lot for parking operations.**

There are several opportunities to consolidate the activities on the middle and outer terminal curbs. The AIRPORT is interested in receiving ideas from RESPONDENTS on alternative allocations of the middle and outer terminal curb frontage that would lead to an enhanced guest experience.

#### 1.4.5 Current Staffing and Proposed Minimum Staffing Levels

The current staffing levels shown in **Appendix K** reflect a reduced staffing levels due to reduced passenger traffic resulting from the on-going pandemic. As such, **Appendix K** also provides the *minimum* staffing level for RESPONDENTS to use in building their pro forma and resulting Management Fee calculation.

For staff planning purposes the following shift definitions should be used by the RESPONDENT:

- a) First Shift: 0800 to 1600 hours
- b) Second Shift: 1600 to 2400 hours
- c) Third Shift: 2400 to 0800 hours

#### 1.4.6 Equipment Count and Location

A complete listing of equipment counts by type and by location can be found in **Appendix J**.

### 1.5 Parking Gross Revenues

The last five fiscal years of gross parking revenue are presented in the table below. Also provided is a core KPI for the AIRPORT: Parking Revenue per Enplanement which is calculated by taking

Calendar Year	Gross Revenue	Revenue:Enplanement <sup>1</sup>
2016	\$14,901,360.96	\$14.70
2017	\$14,621,594.04	\$14.81
2018	\$13,803,763.48	\$14.86
2019	\$12,921,330.02	\$14.87
2020	\$4,132,687.56	\$14.30
2021 (Jan-Nov)	\$6,273,352	\$12.70

1/ Revenue Per Enplanement KPI is Total Net Parking Revenue PLUS Ground Transportation Revenue divided by Enplanements. FY21 YTD RPE is \$13.01

the total net parking revenue plus ground transportation revenue and dividing by the T-100 reported enplanements at the Airport. Despite a significant decrease in gross revenue due to the pandemic, the Parking Revenue per Enplanement KPI did not exhibit a corresponding decrease.

### 1.6 Current Parking Charges

The FY22 daily, hourly, and partial hour parking rates by parking facility is summarized in the table below.

Parking Facility	Daily Rate
Parking Garage	\$14/day \$3 per half hour, \$6 per hour up to daily rate (will move to \$15/day when Lot C reopens)
Lot A	\$24/day \$3 per half hour, \$6 per hour up to daily rate
Lot C	***currently closed*** (\$10/day prior to closing, will move to \$12/day when facility reopens)

### 1.7 Objectives of Airport Management

It is the intent of this procurement action to secure a Parking Manager that will reimagine the parking product presented to the guest. This includes, but is not limited to:

- a) Installing new ticket dispensers, gate arms, garage wayfinding and signage etc. with impactful, clear, and consistent branding; and,
- b) Rebranding of the frequent parker program; and,
- c) Providing corporate reserved spaces, valet services, and parking guidance system to guide customers to open parking spaces; and,
- d) Implementing revenue segmentation strategies to enhance revenue generation; and,
- e) Maintaining the existing parking garage and Lot C in a clean and serviceable manner 24 hours a day, 365 days a year; and,
- f) Maintaining PCI-DSS compliance through a record of positive external certifications of PCI-DSS compliance of computers, terminals, and networks; and,
- g) Implementing data capture and electronic reporting capabilities for downstream analysis via an application program interface (“API”); and,
- h) Implementing and supporting computer and network systems which are independent of MHT infrastructure; and,
- i) Maintaining comprehensive management of cyber risk to our guests and MHT business operations; and,
- j) Providing innovative options to improve the mobile device guest experience.

As part of the PROPOSAL, RESPONDENTS should include a detailed description of solutions that can quickly address the objectives of AIRPORT management, how they will plan to implement these solutions, and when they plan to implement these solutions. The AIRPORT is interested in RESPONDENTS presenting alternative means to achieve these goals such as Software as a Service (SaaS) and/or Hardware as a Service (HaaS) models.

### 1.8 Valet Services

The AIRPORT currently does not provide for valet services. As such, the AIRPORT provides the following CONOPS to RESPONDENTS for their use in understanding how a valet option could work at the AIRPORT. RESPONDENTS should refer to the figures contained in **Appendix H**:

- a) Valet Parking could utilize the 3<sup>rd</sup> lane from the terminal curb as a vehicle drop-off/valet driver pick-up location;
- b) Valet drivers would exit out to the terminal loop road, circulate around the parking garage, and enter into parking garage via proximity card;
- c) A segregated portion of Level 5 of the garage could be used for storage of the valet vehicles. Such a location provides cover from excessive heat, rain, sleet, ice and snow as well as enhanced vehicle security;
- d) Additional services such as car detailing, fueling, etc. are items that the AIRPORT is interested in providing our guests.

The AIRPORT highly encourages RESPONDENTS to develop alternative CONOPS and valet services as part of their PROPOSAL. Any proposed CONOPS should result in the AIRPORT having *the premium valet service in New England*.

### 1.9 Parking Management Fee

In consideration of the requirements herein, the RESPONDENT shall submit its proposed Parking Management fee in the form of a percentage of gross receipts realized by the collection of parking revenue at the Airport on an annual basis. The RESPONDENT should complete the form found in **Appendix D** and include their form in the PROPOSAL. The AIRPORT anticipates the Parking Management Fee to be within a range of ten percent (10%) to fifteen percent (15%) per annum. RESPONDENTS are **free to propose** a MANAGEMENT FEE **exceeding** fifteen percent (15%) for any given year within the anticipated fixed term of the AGREEMENT, provided that the RESPONDENT provides additional detail in their PROPOSAL that describes the reasoning for deviating from the 10% to 15% range the AIRPORT is expecting.

A \$6,000,000 Minimum Annual Guarantee (“MAG”) will be required. The MAG represents the sum of:

- a) The average annual debt service to be paid by the Airport on the outstanding bond series used to construct the parking garage; AND,
- b) A programmed \$1,000,000 in annual recurring preventative maintenance costs for the parking garage. NOTE: the programmed preventative maintenance cost is above and beyond the daily, monthly, quarterly, semi-annual, and annual maintenance activities expected of the RESPONDENT. **RESPONDENTS are cautioned to not assume these programmed funds are to be used by the RESPONDENT to cover their costs for these maintenance activities.**

The MANAGEMENT FEE shall be inclusive of all items as described below:

- a) Any necessary planning, engineering, capital and operational expenditures required to provide the proposed program that meets or exceeds the objectives of Airport Management as outlined in Section 1.7 of this RFP.
- b) Conduct all necessary inspections and required maintenance activities contained in **Appendix E**.
- c) Provide all reports contained in **Appendix E**.

- d) Collecting all parking revenue on behalf of the AIRPORT and remitting them to the AIRPORT daily.
- e) Providing a report showing daily revenue by location and by time frame. This report is subject to audit by the AIRPORT.
- f) Remitting any applicable state and local sales tax directly to the appropriate governmental entity in a timely manner.
- g) On an annual basis, the successful RESPONDENT will submit to the AIRPORT an independent third-party financial audit. The successful RESPONDENT will also provide any other relevant reports requested by the AIRPORT as well as access to information, as needed.
- h) On a monthly basis, the successful RESPONDENT will attend a meeting with assigned representatives of the AIRPORT to discuss operational and revenue topics.
- i) On a daily basis, the successful RESPONDENT will collect and return luggage carts from the Parking Garage, Lot A, and Lot C to the corrals located in Bag Claim 1&2, or Bag Claim 3, 4 and 5 areas of the AIRPORT terminal or to the corrals located in the parking garage.
- j) The successful RESPONDENT will employ a full-time Site Manager, stationed at the AIRPORT to oversee the parking operation. This employee must have a thorough understanding of the parking management contract, the facilities they are overseeing, as well as the contractual duties and obligation required of the Parking Manager. There shall be an employee of the successful RESPONDENT, with supervisory responsibility, on-site 24 hours per day, seven days per week.

**RESPONDENTS are made aware that credit card fees shall not exceed a net 2.5% processing fee. Any late fees will be levied monthly for any missed deposits or payments.**

**THE PROPOSED MANAGEMENT FEE SHALL REFLECT THE COSTS TO IMPLEMENT THE FULL PROGRAM PRESENTED BY THE RESPONDENT.**

#### **1.10 Airport Concessions Disadvantaged Business Enterprise (ACDBE) Requirements**

The requirements of 49 CFR Part 23 apply to any AGREEMENT entered as a result of this procurement action. It is the policy of the AIRPORT to practice nondiscrimination based on race, color, sex, or national origin in the award or performance of the AGREEMENT. In the performance of its duties under the AGREEMENT, the RESPONDENT shall create a level playing field at the AIRPORT on which ACDBEs can:

- 1) Compete fairly for opportunities for concessions;
- 2) Help remove barriers to the participation of ACDBEs in opportunities for concessions at the Airport; and
- 3) Provide for participation by certified ACDBEs in the operation of the Premises as required by the ACDBE Regulations.

Compliance with the ACDBE Regulations shall be determined by the AIRPORT. In addition, the successful RESPONDENT shall take any necessary and reasonable steps, in accordance with the ACDBE Regulations to ensure that ACDBEs have an equal opportunity to compete for and perform contracts, and the RESPONDENT shall include the provisions required by this RFP in every contract entered in connection with the operation of the Premises, so that such provisions will be binding upon each Subtenant/Affiliate, subcontractor, supplier, or service company. In the event of the RESPONDENT, Subtenant's or Affiliate's noncompliance with the ACDBE provisions of the AGREEMENT, the AIRPORT may impose such sanctions as it may determine to be reasonably appropriate, including, but not limited to cancellation, termination, or suspension of

the AGREEMENT, in whole or in part. The RESPONDENT agrees that throughout the term of the AGREEMENT, they shall at all times be, and shall remain, in full and complete compliance with all applicable federal, state and local laws, statutes, regulations, rules, rulings, orders, ordinances, and directives of any kind or nature without limitation, as now or hereafter amended, including but not limited to FAA Advisory Circulars and Airport Rules and Regulations.

The AIRPORT's current ACDBE goal is **7.5%**, which is valid through Fiscal Year 2024. The RESPONDENT should make every effort to not only meet but exceed this goal. RESPONDENTS should note that the previous ACDBE goal at the AIRPORT was 4.35% and plan accordingly for potential future increases above the current 7.5% ACDBE goal. As a requirement of this RFP, the RESPONDENT must complete the *Airport Concession Disadvantaged Business Enterprise (ACDBE) Utilization Form* included in **Appendix B** and include the completed form in their PROPOSAL.

## SECTION II – INSTRUCTIONS FOR PREPARATION OF PROPOSAL

### 2.1 Proposal Content and Organization

RESPONDENTS interested in providing the services as described in this RFP must include in their PROPOSALS the following information:

#### 2.1.1 Letter of Submittal

The Letter of Submittal shall be signed and dated by a person authorized to legally bind the RESPONDENT 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 RESPONDENT and any SUBCONTRACTORS:

- a) Name, address, principal place of business, telephone number, and email address of legal entity or individual with whom contract will be written; and,
- b) Legal status of RESPONDENT (e.g. sole proprietorship, partnership, corporation, etc.); and,
- c) Office location from which the RESPONDENT will principally complete the work; and,
- d) Identification of any current or former AIRPORT employee employed by or on the RESPONDENT'S governing board as of the date of the PROPOSAL or during the previous twelve (12) month period; and,
- e) Listing of any and all clients that the RESPONDENT had a contract cancelled prior to the end of any fixed or optional term and the reason as to why any contract was cancelled (i.e. default, for convenience, for cause, etc.),and,
- f) Acknowledgement that the RESPONDENT will comply with all terms and conditions set forth in the RFP and in the AGREEMENT.

**FAILURE TO PROVIDE A SIGNED LETTER FROM A DULY AUTHORIZED REPRESENTATIVE WILL RESULT IN A NON-RESPONSIVE PROPOSAL.**

#### 2.1.2 Section 1: General Corporate Overview and Capabilities

In this section, the RESPONDENT shall describe those capabilities for each firm included in the PROPOSAL that will facilitate accomplishment of the types of work contemplated under this procurement action. The RESPONDENT should include in this section of their PROPOSAL a discussion that successfully demonstrates their capability to function as both an *advisor* and an *implementer*. The RESPONDENT shall identify items of originality or specific capability that would facilitate achieving the goals of this solicitation. Items to be included in this section include, but are not limited to, the following:

- a) Familiarity with parking operations at commercial service airports – Describe previous work within the past 10-years that demonstrates in-depth knowledge of parking operations at airports including the unique challenges faced airports. If RESPONDENT does not have direct prior airport experience, then discuss your opinions on the types of issues that airports face in operating a public-facing parking facility.
- b) Current Contracts Held – Include a list of current contracts the RESPONDENT has had in the last five (5) years that relate to the RESPONDENT'S ability to perform the services contemplated in this procurement action. Provide contact



information, contract period of performance, contract value, scope of services, and indicate whether this was a new contract or a renewal of a previous contract. NOTE: by including this information in their PROPOSAL, the RESPONDENT is providing the AIRPORT permission to contact the persons listed for reference checks.

- c) Approach to revenue enhancement during the pandemic – Describe methods that the RESPONDENT implemented during the pandemic that successfully enhanced client revenues. Please be specific in what the method was, who initiated the change, how the change was managed, lessons that the RESPONDENT and the client learned, and the variance in revenue received.
- d) Approach to guest experience – Provide specific examples of successfully improving the guest experience at a commercial service airport parking operation or other parking operations that meet the standards set forth in Section 1.3(b) of this RFP. Include the means, methods, and metrics that were used to improve and measure the guest experience.
- e) Approach to transition from prior operator. Describe process for hiring and training staff – including on-site management staff – to assure customer experience and revenue controls are maintained during the transition period. Describe recommended actions to assure AIRPORT's goals are maintained during the transition period.
- f) Prior experience of the nominated full-time Site Manager including their familiarity with parking operations at commercial service airports, or other parking operations of similar size and complexity as that being considered under this procurement action. Describe previous work experience within the past 10-years that demonstrates the nominated individual's in-depth knowledge of parking operations at airports including the unique challenges facing airports. Provide contact information of individuals having direct knowledge of this person's prior experience and the period of employee performance that the contact would be knowledgeable of.

**A CURRENT AUDITED FINANCIAL STATEMENT FOR THE PRIME CONTRACTOR ONLY SHALL BE INCLUDED IN THIS SECTION. FAILURE TO PROVIDE AN AUDITED FINANCIAL STATEMENT FOR THE PRIME CONTRACTOR WILL RESULT IN A NON-RESPONSIVE PROPOSAL. SHOULD THE PRIME CONTRACTOR NOT HAVE AN AUDITED FINANCIAL STATEMENT, THEN AN UNQUALIFIED OPINION FROM AN INDEPENDENT AUDITOR WILL SUFFICE.**

#### 2.1.3 Section 2: Team Organization and Staffing

This section should describe the RESPONDENTS organizational plan, including responsibility for major elements of the scope of work (see **Appendix E**). The RESPONDENT shall meet or exceed the minimum staffing level set by the AIRPORT and contained in **Appendix K**.

At a minimum, resumes for the following positions shall be included in the PROPOSAL:

- a) On-Site Management Team
  - a. Site Manager
  - b. Assistant Site Manager
  - c. Maintenance Manager
- b) Corporate Management Team

- a. Principal in charge
- b. Accounting manager
- c. Information Technology manager
- d. Compliance/Internal Audit manager
- c) Sub-Contractors
  - a. Client manager
  - b. Key support personnel

The role and scope of both managerial and technical functions, by name of the individual performing the function, must be clearly identified. This should be done whether or not the individual is a staff member of the RESPONDENT or a sub-contractor. The purpose of this requirement is to clearly identify the technical capability that exists within the RESPONDENT'S staff and the extent to which the RESPONDENT will rely on the services of the proposed sub-contractors.

The RESPONDENT shall include the following information for each position contained in the organizational chart:

- a) Job description including duties and qualifications;
- b) Pay scale;
- c) Benefit package available to personnel;
- d) Training (this shall include maintenance training, and customer service training), evaluation, advancement, progressive discipline, and dismissal;

Additionally, the RESPONDENT should provide:

- a) Corporate equal employment opportunity policy that is compliant with Title VI;
- b) Corporate Safety Policy or policies; and,
- c) Corporate Sexual Harassment Policy; and,
- d) Corporate Drug Free Workplace Policy; and,
- e) Corporate Violence in the Workplace Policy.

Recognizing the low level of unemployment in the State of New Hampshire and national, regional, and local workforce shortages, RESPONDENTS are notified that the minimum hourly wage for hourly employees shall be **\$15.00 per hour**. While the CITY does not have a living wage requirement, the \$15.00 per hour minimum hourly wage will place the RESPONDENT in a competitive position within the local marketplace.

RESPONDENTS are cautioned to include only those individuals that would make a significant contribution to the project if the RESPONDENT is selected.

RESPONDENTS are further cautioned that the AIRPORT expects that the individuals included in the PROPOSAL will be those individuals assigned to the AIRPORT during the term of the AGREEMENT. Failure of the RESPONDENT to provide the individuals contained in the PROPOSAL, without the AIRPORT's prior written approval, will be considered default under the AGREEMENT unless the failure to provide the proposed individuals is due to circumstances outside the control of the RESPONDENT.

- 2.1.4 Section 3: Opinion on Current Parking Operation and Areas for Improvement  
 RESPONDENT shall describe their understanding of the current parking operation and, in the RESPONDENT'S professional opinion, areas of improvement above and beyond

those contained in this RFP. This section is an opportunity for the RESPONDENT to provide details about how they will meet the objectives of the AIRPORT. The RESPONDENT should clearly outline their approach to meeting the objectives of this RFP through a) a technology plan, b) a guest experience plan, c) an operations plan, and d) a revenue enhancement plan.

- a) Technology Plan – The technology plan shall clearly describe the location of proposed technology, the types of technology to be deployed, quantity of technology to be deployed and other locations where this technology is installed by either the RESPONDENT or any other Parking Management Company. An itemized list of the proposed technology shall be included in the technology plan.
- b) Guest Experience Plan – The guest experience plan shall clearly describe the means and methods the RESPONDENT uses that will achieve a world-class guest experience. Inclusive in this plan shall be standards, key performance indicators, complaint resolution procedures, and training.
- c) Operations Plan – The operations plan shall discuss the concept of operations the Parking Manager will employ including reporting capabilities to determine RESPONDENT compliance with the Service Level Agreement contained in the AGREEMENT (see **Appendix A**). Additionally, the Operations Plan shall present the minimum staffing that the RESPONDENT proposes by day of week, shift, Parking Facility, and classification.
- d) Revenue Enhancement Plan – This plan shall include the RESPONDENTS plan to increase revenues generated from the parking operation. RESPONDENTS shall go above and beyond simply recommending modification to the existing daily or hourly parking rates. There are several opportunities to alter the payment processes. The AIRPORT is interested in receiving ideas from RESPONDENTS on alternative payment processing options that would enhance the guest experience.

#### 2.1.5 Section 4: Experience with Similar Projects

The section should contain sufficient information to demonstrate the qualifications and experience of the RESPONDENT. The RESPONDENT shall provide a minimum of three (3) and a maximum of (5) examples of managing parking operations at a commercial service airport having a similar number of public parking spaces and annual revenues or other parking operations that meet the standards set forth in Section 1.3(b) of this RFP. Information presented shall, at a minimum, include the following:

- a) The airport at which parking management services were/are provided;
- b) Dates that the RESPONDENT provided parking services for the airport;
- c) Market discussion – include a complete overview of the parking operation at the time that the RESPONDENT assumed duties at the AIRPORT;
- d) Parking Strategy – describe the strategy used in enhancing the parking product, guest experience, and revenue generation at the airport that the RESPONDENT implemented; and,
- e) Type of parking revenue and access control system in place at the airport.

#### 2.1.6 Section 5: Approach to Auditing, Compliance, and Maintenance

The RESPONDENT should provide a detailed description of their cashier and supervisor procedures for cash handling. Additionally, the RESPONDENT should provide a detailed description of their preliminary and secondary auditing procedures.

The RESPONDENT should describe their approach to maintenance of equipment including experience in predictive, preventative, and reliability centered maintenance techniques and at what level of reduced reliability the RESPONDENT will switch-out equipment.

The RESPONDENT should also include a discussion on their approach to PCI-DSS compliance, how they will maintain compliance, how they will identify any compliance issues, how they will successfully resolve identified compliance issues, and how they will assure the AIRPORT that the payment system is compliant with PCI-DSS standards.

2.1.7 Section 6: Disadvantaged and Local Small Business Opportunity Goals

This section is intended to allow the RESPONDENT an opportunity to discuss any past or present demonstrated commitment to small and minority businesses and contributions. The RESPONDENT is asked to state its:

- a) past efforts to mentor, train and otherwise demonstrate their corporate commitment to the growth and development of the minority business community; and,
- b) present intentions to mentor, train, and include Disadvantaged Business Enterprises (“DBE”) in any scope of work contemplated under this procurement action.

A Disadvantaged Business Enterprise shall be defined as a business firm satisfying the requirements of 49 CFR Part 26, as amended. It is the official policy of the AIRPORT to recognize the authority and applicability of the United States Department of Transportation's Rules and Regulations governing Disadvantaged Business Enterprise participation. The AIRPORT is also fully committed to the implementation of these rules and regulations through its approved DBE program.

Firms desiring to participate as a Disadvantaged Business Enterprise (DBE) on AIRPORT projects or contracts must be duly certified as a DBE by the New Hampshire Department of Transportation Office of Federal Compliance (“NHDOT-OFC”) at:

<https://www.nh.gov/dot/org/administration/ofc/dbe.htm>

As part of their PROPOSAL, RESPONDENTS shall include documentary evidence that proposed DBE firms contained in the PROPOSAL are duly certified by the NHDOT-OFC. Any proposed firm that has not received such certification from NHDOT-OFC at time of PROPOSAL submission must receive certification prior to the execution of the AGREEMENT by the RESPONDENT. Any firm(s) not receiving their certification prior to execution of the AGREEMENT by the RESPONDENT shall be replaced by the RESPONDENT with a certified DBE of similar capabilities subject to the approval by the AIRPORT.

**RESPONDENTS ARE HEREBY NOTIFIED THAT A FAILURE TO MEET THE AIRPORT'S ESTABLISHED DBE PARTICIPATION RATE OR FAIL TO PROVIDE SUFFICIENT DOCUMENTARY EVIDENCE OF GOOD FAITH EFFORTS TO MEET THE DBE GOAL WILL CONSTITUTE A DEFAULT OF THE AGREEMENT AND MAY RESULT IN THE TERMINATION OF THE AGREEMENT OR OTHER SUCH REMEDY AS DEEMED APPROPRIATE BY THE AIRPORT.**

**2.1.8 Section 7: Proposed Management Fee**

This section of the PROPOSAL shall declare the MANAGEMENT FEE for the RESPONDENT. This MANAGEMENT FEE shall cover all scope of work items contained in **Appendix E** of this RFP and **any associated costs** required to meet the AIRPORT objectives outlined in this RFP.

The MANAGEMENT FEE shall be presented using the form contained in **Appendix D** to this RFP. Note that the form contains two management fees that will allow the RESPONDENT to present their fee recognizing two project financing methods: 1) a traditional CAPEX and amortization approach and 2) a SaaS/HaaS approach.

**2.1.9 Section 8: Certifications**

This section requires the RESPONDENT to incorporate signed and duly notarized copies of certifications found in **Appendix B** and the Federal Certifications found in **Appendix C**.

**PROPOSALS THAT DO NOT CONTAIN SIGNED AND NOTARIZED CERTIFICATIONS WILL BE CONSIDERED NON-RESPONSIVE BY THE AIRPORT AND NO FURTHER CONSIDERATION WILL BE GIVEN.**

**2.2 Proposal Organization**

The PROPOSAL shall be organized in sections consistent with Section 2.1.1 through 2.1.9 above. PROPOSALS are limited to **50-single sided** pages (NOTE: letter of interest, required DBE forms, audited financial Proposals, certifications, and examples of previous work submitted **will not** be counted toward the 50-page limit). The RESPONDENT is free to use either 8.5"x11" or 11"x17" paper for their submission understanding that the entire proposal shall use the same size paper (e.g. no z-folds or mixing of page sizes). Under no circumstances shall the paper size exceed 11"x17".

*Any pages beyond the 50-page limit that are not excluded above OR any information submitted on paper size in excess of 11"x17" will not be considered by the AIRPORT.*

**2.3 Submission Date and Procedures**

Each RESPONDENT must submit **five (5)** hard copies of their PROPOSAL. The envelope/package containing the PROPOSALS shall be marked:

**"PARKING AND GROUND TRANSPORTATION MANAGEMENT SERVICES  
RFP FY22-805-25"**

The RESPONDENT'S name shall be clearly stated at the bottom left of the envelope/package in which the Proposal is contained.

PROPOSALS shall be delivered by **5:00 pm** on **February 4, 2022**, to the offices of the Manchester-Boston Regional Airport and addressed to:

Mrs. Cheryl Keefe  
Properties and Contract Specialist  
Manchester-Boston Regional Airport  
1 Airport Road Suite 300  
Manchester, NH 03103  
Telephone: (603) 624-6539  
Email: ckeefe@flymanchester.com

**PROPOSALS RECEIVED AFTER 5:00 P.M. ON THE SUBMISSION DATE LISTED ABOVE WILL BE CONSIDERED NON-RESPONSIVE BY THE AIRPORT AND NO FURTHER CONSIDERATION WILL BE GIVEN.**

## SECTION III – SELECTION PROCESS

### 3.1 Selection Process

The AIRPORT intends to use a two-phase selection process. The first phase is the written PROPOSAL and the second phase will be oral interviews (“INTERVIEWS”) of short-listed RESPONDENTS. Should an insufficient number of PROPOSALS be received by the AIRPORT to develop a competitive shortlist of RESPONDENTS, then the AIRPORT reserves the right to reject all PROPOSALS received and reissue the RFP or select directly from the responses received.

### 3.2 Selection Schedule

The AIRPORT intends to adhere to the following schedule:

<b>Solicitation Step</b>	<b>Date</b>
Advertise RFP	December 21, 2021
Mandatory Pre-Proposal Meeting †	January 12, 2022 @ 2:00pm
Final Date for RFIs	January 20, 2022
Addendum Acknowledgment Form	January 24, 2022
<b>RFP Submission Deadline</b>	<b>February 4, 2022</b>
RFP Review and Scoring Completed by Committee	February 18, 2022
Evaluation Committee Meeting	February 22, 2022
<b>Notification of Short List</b>	<b>February 23, 2022</b>
<b>Interviews</b>	<b>March 9, 2022</b>
Notification of Intent to Award	March 10, 2022
Professional Services Agreement Executed	March 31, 2022
<b>Notice to Proceed</b>	<b>April 1, 2022</b>
<b>Start of Contract</b>	<b>July 1, 2022</b>

† The AIRPORT may conduct the pre-proposal meeting via video conferencing if COVID-19 travel restrictions are in place.

### 3.3 Preliminary Review

Upon receipt of submittals, the AIRPORT will conduct a preliminary review to assure that each submittal is generally responsive to the published criteria. PROPOSALS deemed non-responsive will be returned to the RESPONDENT with a brief explanation of the reason for the rejection.

### 3.4 Phase I: Formal Evaluation and Scoring

Following preliminary review, an Evaluation Committee will convene to independently review and score each PROPOSAL based on the information requested in Sections 2.1.1 through 2.1.9. A detailed and objective evaluation will be conducted, the sole intent of which will be to identify the

most responsive and responsible RESPONDENT to perform the work contemplated under this procurement action.

The following criteria and scoring will be employed by the AIRPORT:

<b>Criteria</b>	<b>Max Score</b>
General Corporate Overview	10 points
Team Organization and Staffing	10 points
Opinion on Current Parking Operation	20 points
Experience with Similar Projects	35 points
Approach to Maintenance and Compliance	30 points
DBE Participation	20 points
Proposed Management Fee	35 points
<b>TOTAL MAXIMUM SCORE</b>	<b>160 points</b>

The maximum score per evaluator is **160 points**.

### **3.5 Phase I: Tiebreaker**

In the event of a tie between two or more RESPONDENTS, the RESPONDENT with the higher level of DBE Participation contained in their PROPOSAL will be awarded the tie-breaker.

### **3.6 Phase I: Shortlist Development**

Notwithstanding the provisions of Section 3.1 above, the AIRPORT may shortlist up to three (3) RESPONDENTS for Phase II of the selection process. Short-listed RESPONDENTS will be provided a minimum of two-weeks to prepare.

### **3.7 Phase II: Interviews**

Shortlisted RESPONDENTS shall have the opportunity to present their qualifications to the Evaluation Committee. This is an opportunity for shortlisted RESPONDENTS to clarify their PROPOSALS and present any additional information that the shortlisted RESPONDENTS wish the Evaluation Committee to consider. No more than five (5) personnel from each shortlisted RESPONDENT shall be at the interview but two (2) members shall be the Principal-in-charge and the proposed Site Manager for the RESPONDENT.

### **3.8 Final Selection**

Upon completion of the Phase II Interviews, the Evaluation Committee shall independently score each shortlisted RESPONDENT. The criteria used to score the presentations shall be included in the notification of shortlist issued to shortlisted RESPONDENTS.



After each committee member independently scores each shortlisted RESPONDENT, the Evaluation Committee shall convene and select the highest scored RESPONDENTS by summing their respective Phase I and Phase II scores.

## SECTION IV – GENERAL CONDITIONS

### 4.1 **Airport Right to Reject and Waive Minor Irregularities**

The AIRPORT reserves the right to reject any and all PROPOSALS or to re-advertise for additional PROPOSALS. The AIRPORT reserves the right to waive minor irregularities.

The selection shall be at the sole discretion of the AIRPORT. No RESPONDENT shall have any cause of action against the AIRPORT arising out of a failure by the AIRPORT to consider the qualifications of the RESPONDENT, or the methods by which the AIRPORT evaluated the PROPOSALS received.

### 4.2 **Inquiries**

Inquiries on all matters pertaining to this RFP or the process the AIRPORT is following should be directed to:

Mrs. Cheryl Keefe  
Properties and Contract Specialist  
Manchester-Boston Regional Airport  
1 Airport Road Suite 300  
Manchester, NH 03103  
Telephone: (603) 624-6539  
Email: ckeefe@flymanchester.com

### 4.3 **Contact With Airport Staff**

From the time of receipt or publication of the RFP, all parties who intend to directly or indirectly submit a response to the solicitation shall direct all contact with the AIRPORT to the point of contact listed in Section 4.2. If the question or comment deals with a subject matter that is outside of the knowledge or responsibility of this person, the AIRPORT point of contact will direct the question or comment to the appropriate person or authority.

Other than as permitted herein, respondents to this solicitation may not contact AIRPORT executives beyond the person identified in Section 4.2, any members of the evaluation committee, or those representing any AIRPORT interests in this solicitation for the purpose of discussing the same.

**VIOLATION OF THIS PROVISION MAY RESULT IN REJECTION OF THE PROPOSAL AND/OR RESPONDENT DEBARMENT FROM FUTURE SOLICITATIONS.**

### 4.4 **Addendums and Clarifications**

No interpretation of the meaning of any part of the RFP, or corrections of any apparent ambiguity, inconsistency or error therein, will be made to any RESPONDENT orally. All requests for written interpretations or corrections shall be submitted in writing and addressed to the AIRPORT using the contact information in Section 4.2 by the date listed in Section 3.2.

All such interpretations and supplemental instructions will be in the form of a written ADDENDUM to the RFP documents, which, if issued, will be posted on the AIRPORT website, [www.flymanchester.com](http://www.flymanchester.com).

Only the interpretations or corrections so given by the AIRPORT in writing will be binding, and prospective RESPONDENTS are advised that no other source is authorized to give information concerning, or to explain or interpret, the RFP.

It is the responsibility of the RESPONDENT to incorporate any ADDENDUM into their PROPOSAL and to acknowledge receipt of any ADDENDUMS by signing the *Addendum Acknowledgement Form* and including the same in their PROPOSAL. If a RESPONDENT fails to acknowledge receipt of any such ADDENDUM through signing the *Addendum Acknowledgement Form*, their PROPOSAL will be construed as though the ADDENDUM has been received and acknowledged.

#### **4.5 Additional Provisions**

The AIRPORT reserves the right to add, delete, or revise any section of this RFP. The AIRPORT reserves the right 1) to accept the RESPONDENT(S) it deems most suitable and beneficial and 2) to reject any or all PROPOSALS received as part of this RFP. The AIRPORT also reserves the right to retain all copies of PROPOSALS submitted by RESPONDENTS.

#### **4.6 Rejection of Irregular Proposals**

The AIRPORT reserves the right to reject PROPOSALS that are considered irregular in the sole discretion of the AIRPORT. PROPOSALS will be considered irregular if they show omissions, alterations of form, additions not called for, conditions, limitations, or other irregularities of any kind. The AIRPORT reserves the right to waive minor irregularities that will not result in an unfair economic or competitive advantage or disadvantage to any RESPONDENT.

#### **4.7 Cost**

RESPONDENTS are responsible for any and all costs associated with their PROPOSAL including, but not limited to, the creation of the PROPOSAL and any interviews (if applicable). The AIRPORT will not accept any promotional items as part of the proposal process and any such items included will either be discarded or, if so requested, returned to the RESPONDENT at no cost to the AIRPORT.

#### **4.8 Contract Agreement**

The AIRPORT intends to enter into a Professional Services Agreement with one RESPONDENT for a ten (10) year fixed term with two (2) five-year options for a total potential term of 20 years. A sample contract is provided in **Appendix A** to this RFP.

**NOTE: Items in the contract that are capitalized and/or in bold font will NOT be modified.**

#### **4.9 Site Manager**

The selected RESPONDENT shall commit to maintaining the proposed and accepted Site Manager for the duration of the contract. The Site Manager shall only be changed with the approval of the DIRECTOR or if the Site Manager is no longer available due to circumstances beyond the control of the RESPONDENT. Should the Site Manager become unavailable during the course of this agreement, the AIRPORT reserves the right to either accept the proposed substitute or to terminate the contract for convenience and issue a new RFP.

At all times, the AIRPORT shall maintain the option of requesting an alternative Site Manager.

**4.10 Non-Discrimination Provisions**

The RESPONDENT agrees to comply with all applicable federal, state and local laws, including the Civil Rights Act of 1964 as amended. The Equal Employment Opportunity Clause in Section 202, paragraph 1 through 7 of Executive Order 11246, as amended, relative to Equal Employment and the implementing Rules and Regulations of the Office of Federal Contract Compliance Programs are incorporated herein by specific reference. The Affirmative Action Clause in Section 503 of the Rehabilitation Act of 1973, as amended, relative to Equal Opportunity for the disabled is incorporated herein by specific reference. The Affirmative Action Clause in 38 USC Section 2-12 of the Vietnam Veterans' Readjustment Assistance Act of 1974, relative to Equal Employment Opportunity for the special disabled Veteran and Veterans of the Vietnam Era, is incorporated herein by a specific reference. The RESPONDENT specifically agrees to comply with: (i) Title VI of the Civil Rights Act of 1964, which prohibits discriminations on the grounds of race, color or national origin; and (ii) Title 49 of the U.S. Code Section 47123, which further prohibits discrimination on the grounds of sex, based on gender, and creed, based on religion.

**4.11 Sub-Consultants**

If any sub-contractor(s) are to be used by the RESPONDENT in the discharge of its duties in performance of the work contemplated in this procurement action, then the RESPONDENT is as fully responsible to the AIRPORT for the acts and omissions of any sub-contractor and of persons either directly or indirectly employed by any sub-contractor, as they are for the acts and omissions of persons directly employed by the RESPONDENT. It is the responsibility of the RESPONDENT to ensure that any and all sub-contractors comply with all terms and conditions of the AGREEMENT. Nothing contained in the AGREEMENT or any PROPOSAL creates any contractual relationship between the sub-contractors and the AIRPORT. The AIRPORT requires that all sub-contractors enter into a formal agreement with the RESPONDENT that clearly lists all of the agreed upon conditions, including all required Federal Contract Provisions contained in *Contract Provision Guidelines for Obligated Sponsors and Airport Improvement Program Projects* published by the FAA on June 19, 2018. After each sub-contract agreement is executed, the RESPONDENT is required to issue a letter to the Airport Director that certifies the sub-contract agreement contains required federal contract provisions.

## **APPENDIX A: PROFESSIONAL SERVICES AGREEMENT FOR NON AIP-FUNDED SERVICE CONTRACT**

**NOTE: Agreement will be provided as an Addendum**

## **APPENDIX B: CERTIFICATIONS**

**PLEASE COMPLETE, SIGN, NOTARIZE AND INSERT THE FOLLOWING  
CERTIFICATIONS INTO YOUR SUBMITTAL.**

**THE AIRPORT WILL CONSIDER PROPOSALS THAT FAIL TO INCLUDE COMPLETED  
CERTIFICATIONS AS NON-RESPONSIVE AND SUCH SUBMITTALS WILL NOT BE  
CONSIDERED.**

### CERTIFICATION OF MINIMUM QUALIFICATIONS

By submission of this PROPOSAL, the RESPONDENT and each person signing on behalf of any RESPONDENT certifies, and in the case of a joint proposal each party thereto certifies as to its own organization that to the best of knowledge and belief, they meet the following Minimum Qualification Requirements:

- a) The RESPONDENT has been in continuous existence in the commercial parking/management business for at least the last 5 years; and,
- b) The RESPONDENT has performed similar services for at least five (5) airports or public entities having a minimum of 4,000 public parking spaces and annual gross revenues of at least \$10,000,000 within the last three (3) years; and,
- c) The RESPONDENT has the financial resources to finance, develop, and operate the Parking Management program as contained in this RFP and capable of financing the required capital improvements contained in their PROPOSAL; and,
- d) The RESPONDENT has a track record of performing Parking Management Services; and,
- e) The RESPONDENT is in good standing with the AIRPORT and any current or prior clients, and furthermore, is not involved in any legal actions with current or prior clients, is current in all tax liabilities for any locality or state where the RESPONDENT previously operated or currently operates, and is not barred from providing parking services by any governmental agency or Airport; and,
- f) The RESPONDENT certifies they do not operate or have business interests with any parking facilities that compete with the AIRPORT either now or will enter into such an arrangements during the term of this contract.

I hereby affirm that the foregoing statements and representations are true. I also acknowledge that any materially false statement or representation shall be grounds for termination for cause by the CITY without prejudicing any remedies available to the CITY in equity or law.

### Notary Seal:

\_\_\_\_\_  
Name of RESPONDENT

\_\_\_\_\_  
Name of RESPONDENT'S  
Authorized Representative

\_\_\_\_\_  
Signature of RESPONDENT'S  
Authorized Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title of RESPONDENT'S  
Authorized Representative

### **CERTIFICATION OF NON-COLLUSIVE PROPOSAL**

By submission of this PROPOSAL, each RESPONDENT and each person signing on behalf of any RESPONDENT certifies, and in the case of a joint proposal each party thereto certifies as to its own organization that to the best of knowledge and belief:

- a) The prices in this PROPOSAL have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other PROPOSER, or with any competitor; and,
- b) Unless otherwise required by law, the prices which have been quoted in this PROPOSAL have not been knowingly disclosed by the RESPONDENT and will not knowingly be disclosed by the RESPONDENT prior to opening, directly or indirectly, to any other RESPONDENT or to any competitor; and,
- c) No attempt has been made or will be made by the RESPONDENT to induce any other person, partnership, or corporation to submit or not to submit a PROPOSAL for purpose of restricting competition.

I hereby affirm that the foregoing statements and representations are true. I also acknowledge that any materially false statement or representation shall be grounds for termination for cause by the CITY without prejudicing any remedies available to the CITY in equity or law.

**Notary Seal:**

\_\_\_\_\_  
Name of RESPONDENT

\_\_\_\_\_  
Name of RESPONDENT'S  
Authorized Representative

\_\_\_\_\_  
Signature of RESPONDENT'S  
Authorized Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title of RESPONDENT'S  
Authorized Representative



**AIRPORT CONCESSION DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) UTILIZATION  
CERTIFICATION**

The undersigned RESPONDENT has satisfied the requirements of the ACDBE Program requirement contained in the RFP in the following manner (please check the appropriate space):

\_\_\_\_\_ The bidder/offeror is committed to a minimum of \_\_\_\_\_ % ACDBE utilization on this contract.

\_\_\_\_\_ The bidder/offeror, if unable to meet the ACDBE goal of 7.5%, is committed to a minimum of \_\_\_\_\_% ACDBE utilization on this contract and submitted documentation demonstrating good faith efforts.

**Notary Seal:**

\_\_\_\_\_  
Name of RESPONDENT

\_\_\_\_\_  
Name of RESPONDENT'S  
Authorized Representative

\_\_\_\_\_  
Signature of RESPONDENT'S  
Authorized Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title of RESPONDENT'S  
Authorized Representative

## **APPENDIX C: FEDERAL CERTIFICATIONS**

**PLEASE COMPLETE, SIGN, NOTARIZE AND INSERT THE FOLLOWING  
CERTIFICATIONS INTO YOUR SUBMITTAL.**

**THE AIRPORT WILL CONSIDER PROPOSALS THAT FAIL TO INCLUDE COMPLETED  
CERTIFICATIONS AS NON-RESPONSIVE AND SUCH SUBMITTALS WILL NOT BE  
CONSIDERED.**

### **CERTIFICATION OF OFFERER/BIDDER REGARDING DEBARMENT**

By submitting a proposal under this solicitation, the offeror certifies that neither it nor its principals are presently debarred or suspended by any Federal department or agency from participation in this transaction. Further, the offeror certifies that any lower tier participant contained in this SOLICITATION is not presently debarred or otherwise disqualified from participation in federally assisted projects resulting from this procurement action.

**CERTIFICATION:**

**NOTARY/ATTESTATION:**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

### **CERTIFICATION REGARDING LOBBYING**

The Bidder or Offeror certifies by signing and submitting this bid or proposal, to the best of his or her knowledge and belief, that:

- (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the Bidder or Offeror, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all sub-awards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

**CERTIFICATION:**

**NOTARY/ATTESTATION:**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

## CERTIFICATION OF OFFERER/BIDDER REGARDING TAX DELINQUENCY AND FELONY CONVICTIONS

The applicant must complete the following two certification Proposals. The applicant must indicate its current status as it relates to tax delinquency and felony conviction by inserting a checkmark (✓) in the space following the applicable response. The applicant agrees that, if awarded a contract resulting from this solicitation, it will incorporate this provision for certification in all lower tier subcontracts.

### Certifications

- 1) The applicant represents that it is ( ✓ ) is not ( ✓ ) a corporation that has any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.
- 2) The applicant represents that it is ( ✓ ) is not ( ✓ ) is not a corporation that was convicted of a criminal violation under any Federal law within the preceding 24 months.

### Note

If an applicant responds in the affirmative to either of the above representations, the applicant is ineligible to receive an award unless the sponsor has received notification from the agency suspension and debarment official (SDO) that the SDO has considered suspension or debarment and determined that further action is not required to protect the Government's interests. The applicant therefore must provide information to the owner about its tax liability or conviction to the Owner, who will then notify the FAA Airports District Office, which will then notify the agency's SDO to facilitate completion of the required considerations before award decisions are made.

### Term Definitions

**Felony conviction:** Felony conviction means a conviction within the preceding twentyfour (24) months of a felony criminal violation under any Federal law and includes conviction of an offense defined in a section of the U.S. code that specifically classifies the offense as a felony and conviction of an offense that is classified as a felony under 18 U.S.C. § 3559.

**Tax Delinquency:** A tax delinquency is any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted, or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

CERTIFICATION:

NOTARY/ATTESTATION:

\_\_\_\_\_  
Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

## TRADE RESTRICTION CERTIFICATION

By submission of an offer, the Offeror certifies that with respect to this solicitation and any resultant contract, the Offeror –

- 1) is not owned or controlled by one or more citizens of a foreign country included in the list of countries that discriminate against U.S. firms as published by the Office of the United States Trade Representative (USTR);
- 2) has not knowingly entered into any contract or subcontract for this project with a person that is a citizen or national of a foreign country included on the list of countries that discriminate against U.S. firms as published by the USTR; and
- 3) has not entered into any subcontract for any product to be used on the Federal project that is produced in a foreign country included on the list of countries that discriminate against U.S. firms published by the USTR.

This certification concerns a matter within the jurisdiction of an agency of the United States of America and the making of a false, fictitious, or fraudulent certification may render the maker subject to prosecution under Title 18 USC Section 1001.

The Offeror/Contractor must provide immediate written notice to the Owner if the Offeror/Contractor learns that its certification or that of a subcontractor was erroneous when submitted or has become erroneous by reason of changed circumstances. The Contractor must require subcontractors provide immediate written notice to the Contractor if at any time it learns that its certification was erroneous by reason of changed circumstances.

Unless the restrictions of this clause are waived by the Secretary of Transportation in accordance with 49 CFR 30.17, no contract shall be awarded to an Offeror or subcontractor:

- 1) who is owned or controlled by one or more citizens or nationals of a foreign country included on the list of countries that discriminate against U.S. firms published by the USTR or
- 2) whose subcontractors are owned or controlled by one or more citizens or nationals of a foreign country on such USTR list or
- 3) who incorporates in the public works project any product of a foreign country on such USTR list.

Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

The Offeror agrees that, if awarded a contract resulting from this solicitation, it will incorporate this provision for certification without modification in all lower tier subcontracts. The Contractor may rely on the certification of a prospective subcontractor that it is not a firm from a foreign country included on the list of countries that discriminate against U.S. firms as published by USTR, unless the Offeror has knowledge that the certification is erroneous.

This certification is a material representation of fact upon which reliance was placed when making an award. If it is later determined that the Contractor or subcontractor knowingly rendered an erroneous certification, the Federal Aviation Administration (FAA) may direct through the Owner cancellation of the contract or subcontract for default at no cost to the Owner or the FAA.

CERTIFICATION:

NOTARY/ATTESTATION:

---

Name

---

Signature

---

Date

---

Title

## APPENDIX D: PROPOSED PARKING MANAGEMENT FEE

\_\_\_\_\_  
 (Respondent's Name)

CONTRACT YEAR	PROPOSED MANAGEMENT FEE	
	Method 1: Traditional CAPEX	Method 2: SaaS/HaaS Model
<b>Year 1</b> (July 1, 2022 through June 30, 2023)	_____ %	_____ %
<b>Year 2</b> (July 1, 2023 through June 30, 2024)	_____ %	_____ %
<b>Year 3</b> (July 1, 2024 through June 30, 2025)	_____ %	_____ %
<b>Year 4</b> (July 1, 2025 through June 30, 2026)	_____ %	_____ %
<b>Year 5</b> (July 1, 2026 through June 30, 2027)	_____ %	_____ %
<b>Year 6</b> (July 1, 2027 through June 30, 2028)	_____ %	_____ %
<b>Year 7</b> (July 1, 2028 through June 30, 2029)	_____ %	_____ %
<b>Year 8</b> (July 1, 2029 through June 30, 2030)	_____ %	_____ %
<b>Year 9</b> (July 1, 2030 through June 30, 2031)	_____ %	_____ %
<b>Year 10</b> (July 1, 2031 through June 30, 2032)	_____ %	_____ %



## APPENDIX E: SCOPE OF WORK

The following section presents the Scope of Work to be completed by the successful RESPONDENT.

### D1. FACILITY INSPECTIONS

The Parking Manager shall perform the following inspections on their prescribed frequencies and perform any required maintenance to address problems during the inspection. The Parking Manager shall provide reports showing compliance with the inspections and any maintenance activities performed. The reports are due to the Airport on the same frequency as the inspection (i.e. daily inspections require daily reports, monthly inspections require monthly reports, etc.)

#### 1) Daily Inspections

##### a. Cleaning (except for areas rented by the Rental Car Companies)

- i. Sweeping garage floors, stairwells, etc.
- ii. Sweeping all areas (including Curbs)
- iii. Empty trash cans
- iv. Remove all litter and debris from interior and exterior grounds
- v. Clean Cashier booths, floors, windows.

##### b. Desensitization:

- i. Using List N USEPA approved disinfectants, the Parking Manager shall treat each customer touchpoint including but not limited to: all ticket dispensers, door handles, pay-on-foot machines.
- ii. Approved List N disinfectants can be found at:

<https://www.epa.gov/coronavirus/about-list-n-disinfectants-coronavirus-covid-19-0>

##### c. Electrical System for Both Garage and Open Lot

- i. Conduct eight daily inspections of elevators at no greater than 3-hour intervals to ensure operational status and promptly notify Airport Communications Center of any elevator maintenance issues. First inspection shall be conducted no sooner than 120 minutes prior to the scheduled first departure of the day.
- ii. Replace any necessary light bulbs, ballasts and fixtures within 24 hours of failure or notification from the Airport with like kind and quality.
- iii. Check exit lights for proper function.
- iv. Repair and Replace lights on light poles.
- v. Test all GFCI outlets and repair as needed.

##### d. Landscaping

- i. Remove trash and debris paying close attention to areas where trash collects due to wind patterns around the parking garage.
- ii. Visually check all Parking Facilities twice daily and remove any trash or debris.

##### e. Parking and Ground Transportation Control Equipment

- i. Check each piece of control equipment for proper operation. The daily check shall occur no sooner than 120 minutes prior to the first scheduled departure for the day.
- ii. Repair/replace entrance gate arms within 30 minutes after notice of damage.
- iii. Maintain inventory of spare parts adequate to provide repair/replacement.

##### f. Plumbing Systems

- i. Check for proper operation of floor drains and drainage.

- ii. Flush drain lines and clean sand traps throughout the parking garage.
- g. Roofing and Waterproofing
  - i. Check for, and report, leaks and deterioration in all areas, including toll booths and Manager's office building.
- h. Safety Checks
  - i. Check for any tripping hazards to pedestrians and mark any observed safety concerns to notify passengers. Promptly notify the Airport Communications Center of any observed safety concerns.
  - ii. Check that all Exit Signs from any enclosed space in the facility are operational and promptly fix any observed operational issues, up to and including replacement of missing signs.
  - iii. Check that all Emergency Call Stations and "blue lights" are operational and connectivity with Airport Communications Center by conducting random "ring downs" from each station. Each station shall be checked at a minimum frequency of once per week. Ring downs shall check for clarity of the spoken voice.
- i. Signs
  - i. Check that signs are clean, visible, and properly illuminated and address any observed maintenance items within 24-hours.
  - ii. Replace/repair all signs to include airport directional signage, wayfinding, and any other reasonable signage deemed necessary by the AIRPORT.
- j. Snow and Ice Control
  - i. Check for icy spots in high traffic pedestrian areas.
  - ii. Conduct ice control when ice is forecasted to be greater than 1/10<sup>th</sup> of an inch.
  - iii. Participate in Airport Snow and Ice Control Committee meetings.
  - iv. Remove snow and ice, using care to avoid damage to landscaping, fencing and improvements.
  - v. Conduct daily post-storm inspections for any "freeze/thaw/freeze" cycles that may result in residual ice buildup in pedestrian traffic areas. Conduct appropriate ice control measures for any observed areas.

\*\*\*ICE CONTROL TO BE CONDUCTED USING AIRPORT APPROVED CHEMICALS\*\*\*

- 2) Weekly Inspections:
  - a. Cleaning
    - i. Cleaning of all parking control equipment
  - b. Doors and Hardware
    - i. Check for proper operation, lubricate as needed or directed the AIRPORT.
  - c. Electrical System for Both Garage and Open Lot
    - i. Check for any exposed conduit and wiring.
  - d. Landscaping
    - i. Weeding around perimeter of the parking garage and all surface parking facilities.
  - e. Safety Checks
    - i. Check Fire Safety Equipment for charge and date of inspection by a certified fire company.
- 3) Monthly Inspections
  - a. Clean all stairwell windows and doorframes.
  - b. Clean all office windows and doorframes.
- 4) Quarterly Inspections
  - a. Inspect pavement surfaces for spot repairs and address any areas in need of seal coating, crack sealing, or other preventative measures.
  - b. Coordinate with the AIRPORT for any areas needing corrective maintenance.

- 5) Mid-Year Inspections
  - a. Wash and degrease parking floors.
  - b. Inspect all painted surfaces for general condition check for rust spots. Inspections should be scheduled for Summer.
  - c. Touch up door frames, handrails and guiderails, pipe guards, exposed pipes, conduit and other metals
- 6) Yearly Inspections:
  - a. In the first year of the contract, the Parking Management Company must provide a baseline pavement assessment of all parking lots (NOTE: the AIRPORT is conducting routine capital improvements in the parking garage and will continue to do so during the AGREEMENT).
  - b. Seal blacktop surfaces and stripe every lot and each floor of garage area every other year, starting with completion by June 2022.
  - c. Pothole, crack, and spot repair (mill/box out failed asphalt) prior to replacing hot mix asphalt.
  - d. Crack seal on all cracks larger than 1/8".
  - e. Wash down each deck of the parking garage to remove salt and chemicals tracked in by vehicles entering the garage. Wash downs should occur in the Spring and at a time when freezing temperatures are not expected within the next 24-hours.

## D2. ACTIVITY REPORTING REQUIREMENTS

The Parking Manager shall provide the following reports to AIRPORT management:

- 1) Daily Reports
  - a) **Daily License Plate Report:** provide a daily License Plate Report of all vehicles in the AIRPORT parking facilities summarized by state. Count of specialty plates (i.e. international plates, elected officials, etc.) shall also be provided. The submitted report shall have functionality for exporting for further data analysis by the AIRPORT. The daily License Plate Report shall be conducted on all days throughout the year, including weekend and holiday counts;
  - b) **Daily Car Count Report:** provide a daily count of vehicles in the AIRPORT parking facilities. The Daily Car Count Report for the garage shall be presented for each level in the garage. The submitted report shall have functionality for exporting for further data analysis by the AIRPORT. The report shall be submitted twice during a 24-hour operating clock: once at 3:00 am and a supplemental report at 8:00 am.
  - c) **Daily Revenue Report:** provide a daily revenue report showing total revenue received and credits provided. This report should also provide a summary of transactions by duration. The submitted report shall have functionality for exporting for further data analysis by the AIRPORT.
  - d) **Daily Available Parking Space Report:** provide a daily report summarizing the total number of parking spaces available by parking facility. The daily available parking space report should account for parking spaces closed to the public due to recurring maintenance activity or operational need. The Available Parking Space Report should interface with the Daily Car Count Report and calculate two measurements: a) percentage of total parking spaces occupied and b) percentage of total *available* parking spaces occupied. The daily Available Parking Space Report for the parking garage shall be presented for each level in the garage. The submitted report shall have functionality for exporting for further data analysis by the AIRPORT.
- 2) Monthly Reports

- a) **Monthly revenue report:** provide a monthly report indicating gross and net parking revenue by parking facility. The submitted report shall have functionality for exporting for further data analysis by the AIRPORT.
  - b) **Monthly total paid transactions:** provide a monthly report indicating total paid transactions by revenue-producing parking facility. Transactions should be separated by payment method (i.e. cash, credit, FastPass, etc.). The submitted report shall have functionality for exporting for further data analysis by the AIRPORT.
  - c) **Monthly length of stay by parking facility:** provide a monthly length of stay (duration) report by revenue-producing parking facility and for all parking facilities combined. The submitted report shall have functionality for exporting for further data analysis by the AIRPORT.
  - d) **Monthly validation reports:** provide a monthly report indicating the various validation classes, as determined by the AIRPORT, showing a reduction to gross revenue. The submitted report shall have functionality for exporting for further data analysis by the AIRPORT.
  - e) **Monthly ticket pull report:** provide a monthly report indicating total parking tickets issued by revenue-producing parking facility. The submitted report shall have functionality for exporting for further data analysis by the AIRPORT.
  - f) **Monthly DBE Participation Report:** By the 15<sup>th</sup> of the month following the previous month (for example, the November report is due by December 15<sup>th</sup>), the RESPONDENT shall provide to the AIRPORT a summary of DBE participation. This report shall include total disbursements by the RESPONDENT to all subcontractors/providers and total disbursements by the RESPONDENT to New Hampshire certified DBE subcontractors/providers. **Failure to provide monthly DBE reports shall be considered default under the AGREEMENT.**
- 3) Quarterly Reports
- a) **Quarterly PCI-DSS Scan:** Prior to the close of each quarter, the Parking Manager shall provide a completed PCI-DSS scan that shows a “pass/fail” score and any systems, subsystems, code, or other component that requires addressing. **Failure to provide Quarterly PCI-DSS reports prior to the close of each quarter shall be considered default under the AGREEMENT.**
  - b) **PCI-DSS Compliance Plan:** Should the Quarterly PCI-DSS Scan indicate “fail”, then within 5 business days the Parking Manager shall provide a plan of action to the Airport. This plan of action shall indicate the specific steps, duties, and assignments that will be taken to bring the revenue and control system into PCI-DSS compliance. Upon implementation of this plan, the Parking Manager shall, at their own cost, run subsequent PCI-DSS Scans until such time as the PCI-DSS scan indicates “pass.” **Failure to maintain PCI-DSS compliance shall be considered default under the AGREEMENT.**
- 4) Yearly Reports
- a) **Yearly PCI-DSS Compliance Report:** Prior to each anniversary year, the RESPONDENT shall provide to the AIRPORT a report that shows the revenue control system and all supporting components meet PCI-DSS Standards. The RESPONDENT shall schedule the annual audit report in such a manner as to provide a satisfactory report to the AIRPORT prior to the anniversary. As such, any failure(s) contained in the PCI-DSS audit shall be rectified prior to the anniversary year. **Failure to provide PCI-DSS report prior to the anniversary year shall be considered default under the AGREEMENT.**

- b) **Service Organization Controls (“SOC”) Report:** for operation of in-house and SaaS systems, report annually via a SOC Report, or similar, how the system(s) and process(es) achieve key compliance controls and objectives.

D3. INFORMATION SYSTEMS AND NETWORK

The Parking Manager shall provide the following:

- 1) Computers, devices and network: provide computers, devices, network, and internet access required to process and manage parking operations.
- 2) Report on cyber compromise events impacting systems and networks effecting guests, parking operations, or airport operations within the reporting requirements contained in the AGREEMENT.
- 3) Maintain in full force and effect cybersecurity insurance at coverages contained in the AGREEMENT, as modified by AIRPORT management.

## **APPENDIX F: NOTICE OF REQUIREMENT FOR AFFIRMATIVE ACTION TO ENSURE EQUAL EMPLOYMENT OPPORTUNITY**

1. The Offeror's or Bidder's attention is called to the "Equal Opportunity Clause" and the "Standard Federal Equal Employment Opportunity Construction Contract Specifications" set forth herein.
2. The goals and timetables for minority and female participation, expressed in percentage terms for the Contractor's aggregate workforce in each trade on all construction work in the covered area, are as follows:

### **Timetables**

Goals for minority participation for each trade: **7.5%**

Goals for female participation in each trade: **7.5%**

These goals are applicable to all of the Contractor's construction work (whether or not it is Federal or federally assisted) performed in the covered area. If the Contractor performs construction work in a geographical area located outside of the covered area, it shall apply the goals established for such geographical area where the work is actually performed. With regard to this second area, the Contractor also is subject to the goals for both its federally involved and non-federally involved construction.

The Contractor's compliance with the Executive Order and the regulations in 41 CFR Part 60-4 shall be based on its implementation of the Equal Opportunity Clause, specific affirmative action obligations required by the specifications set forth in 41 CFR 60-4.3(a) and its efforts to meet the goals. The hours of minority and female employment and training must be substantially uniform throughout the length of the contract, and in each trade, and the Contractor shall make a good faith effort to employ minorities and women evenly on each of its projects. The transfer of minority or female employees or trainees from Contractor to Contractor or from project to project for the sole purpose of meeting the Contractor's goals shall be a violation of the contract, the Executive Order and the regulations in 41 CFR Part 60. Compliance with the goals will be measured against the total work hours performed. The Contractor shall provide written notification to the Director of the Office of Federal Contract Compliance Programs (OFCCP) within 10 working days of award of any construction subcontract in excess of \$10,000 at any tier for construction work under the contract resulting from this solicitation. The notification shall list the name, address, and telephone number of the subcontractor; employer identification number of the subcontractor; estimated dollar amount of the subcontract; estimated starting and completion dates of the subcontract; and the geographical area in which the subcontract is to be performed.

As used in this notice and in the contract resulting from this solicitation, the "covered area" is City of Manchester, Hillsborough County New Hampshire.

## **APPENDIX G: PHOTOS OF EXISTING PARKING FACILITIES**



**Photo 1:**

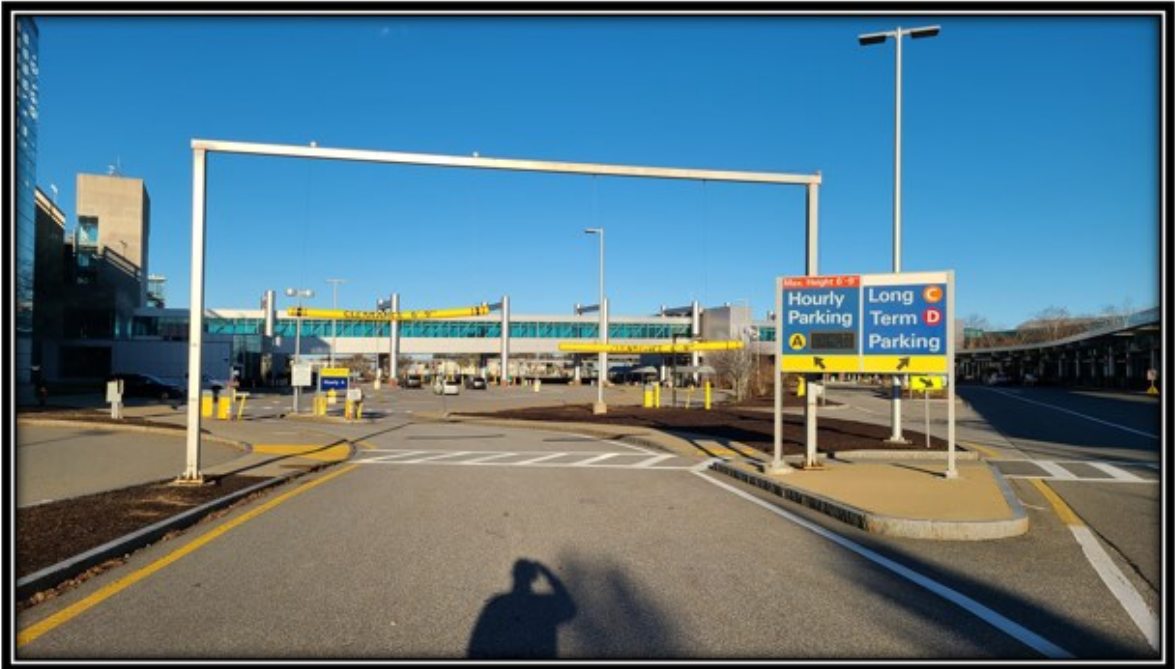
*Entrance to the Middle Curb of Terminal. The inner curb can be seen to the right underneath the terminal canopy. Pedestrian Bridge connecting Level 2 of the Garage to Terminal passing left to right in background*



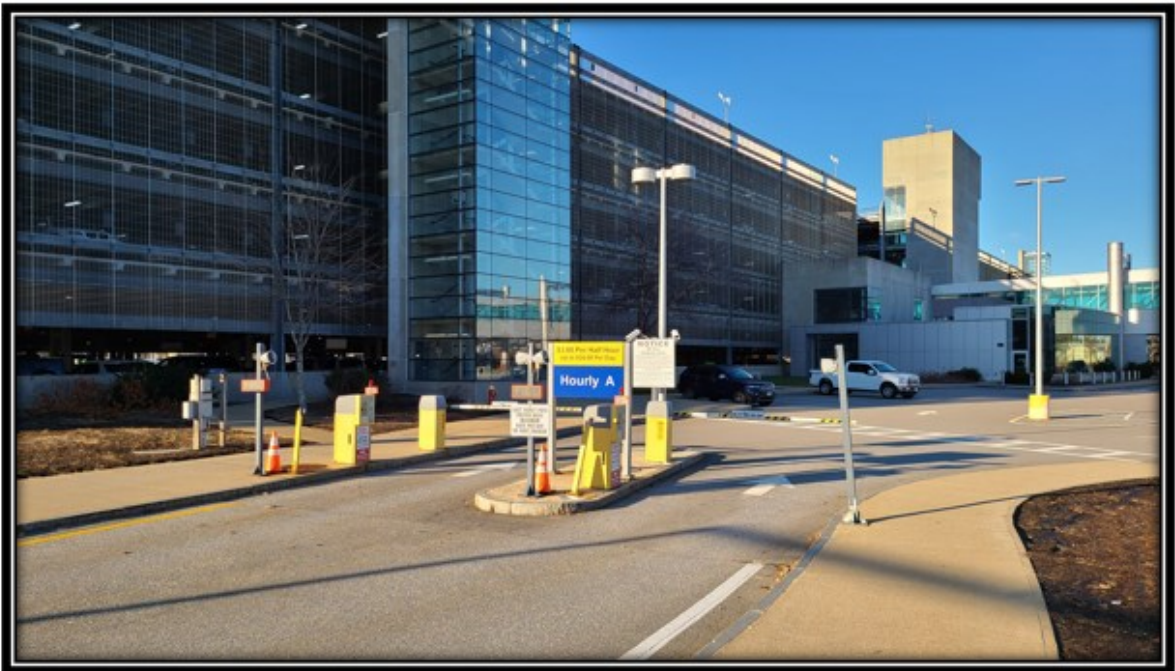
**Photo 2:**

*Entrance to the Outer Curb of Terminal. The middle curb can be seen to the right. Pedestrian Bridge connecting Level 2 of the Garage to Terminal passing left to right in background*





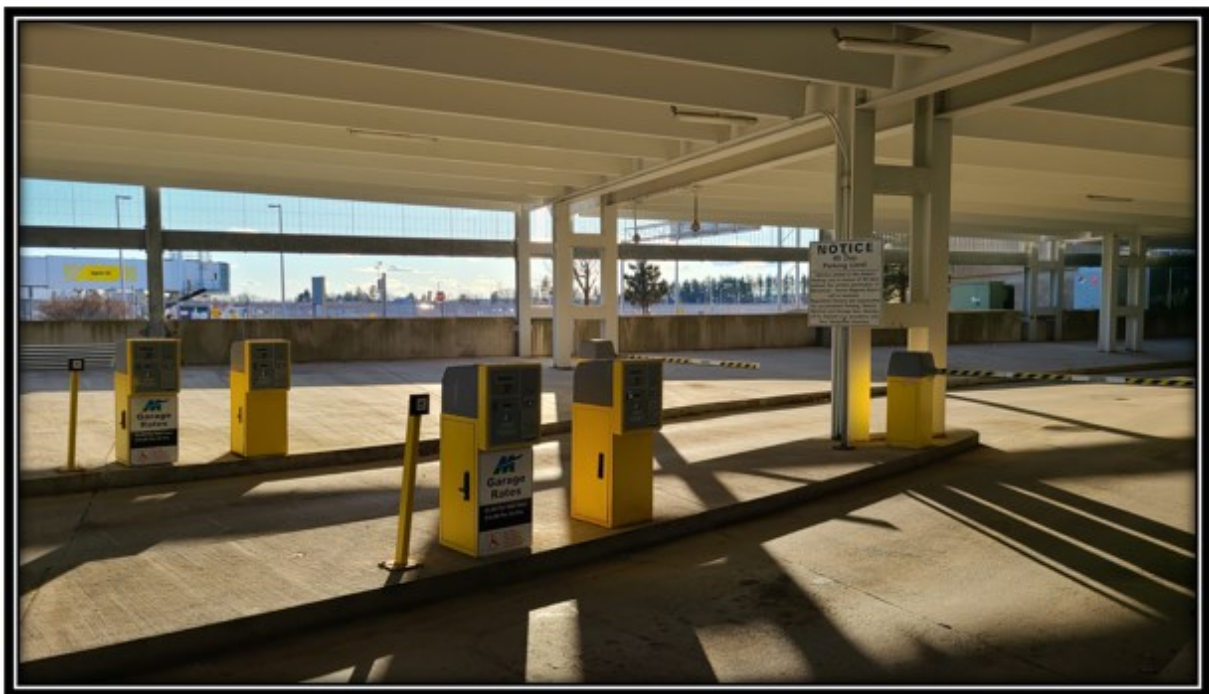
**Photo 3:**  
*Entrance to Lot A. Notice outdated sign referencing Lot C and Lot D and inoperable sign for hourly parking rate.*



**Photo 4:**  
*Closer photo showing access control devices for Lot A.*

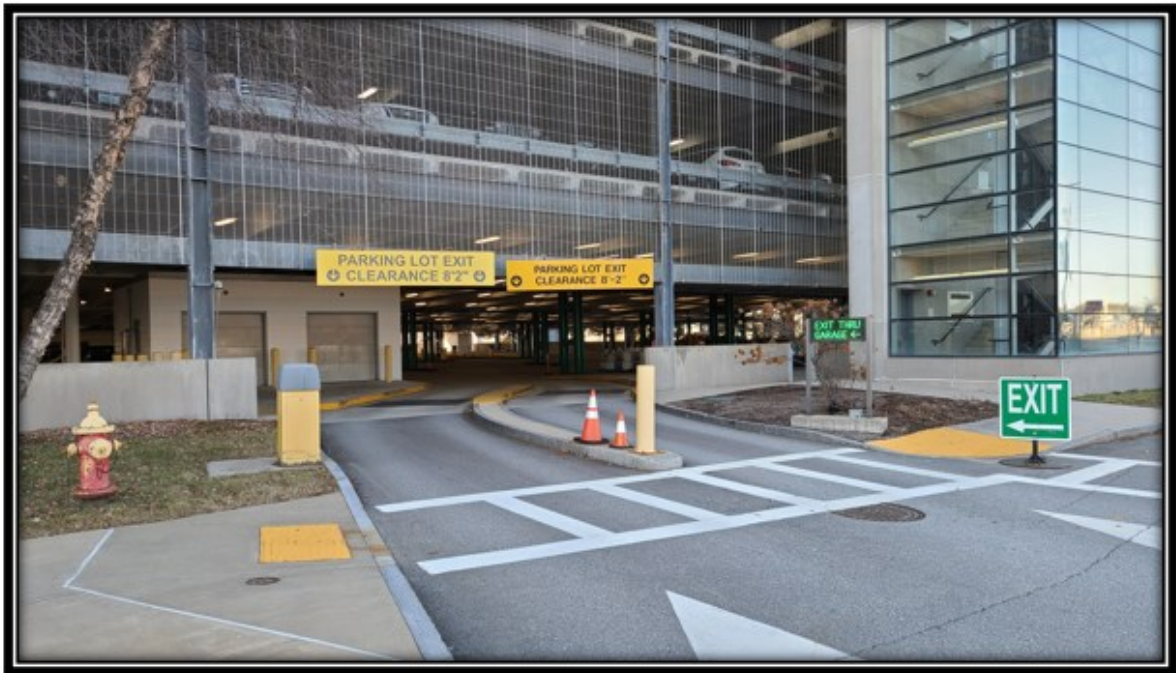


**Photo 5:**  
*Entrance to the parking garage.*

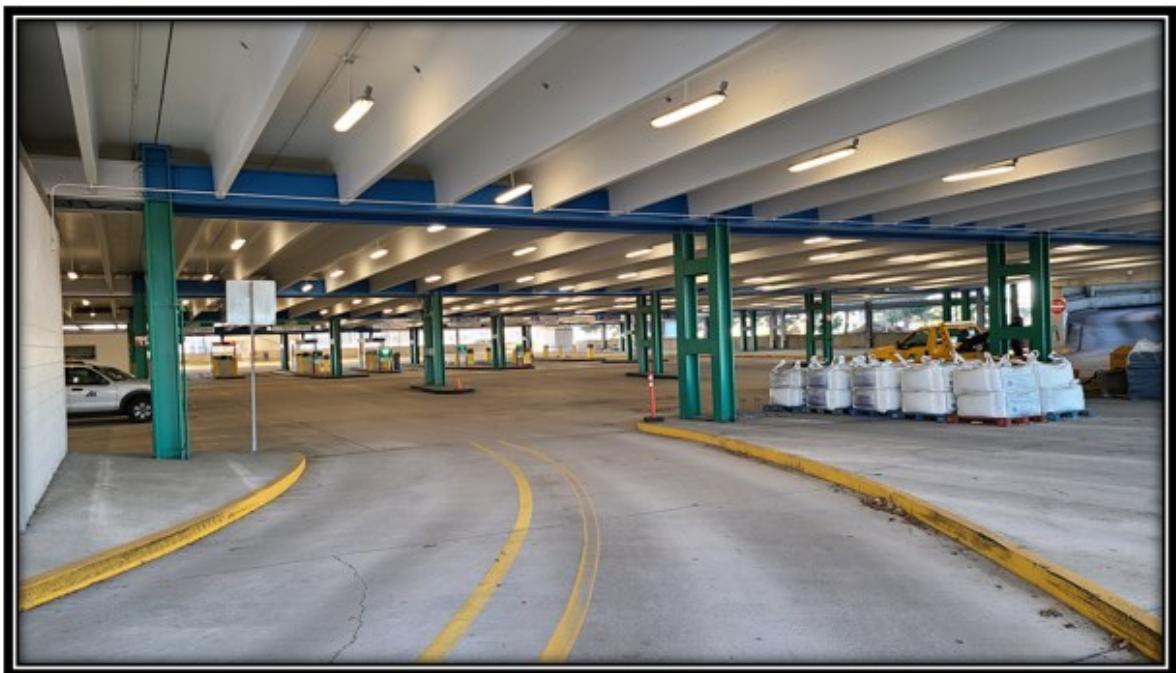


**Photo 6:**  
*Access control devices at entrance to parking garage. Notice inconsistent branding among signs here and at the entrance in Photo 3.*

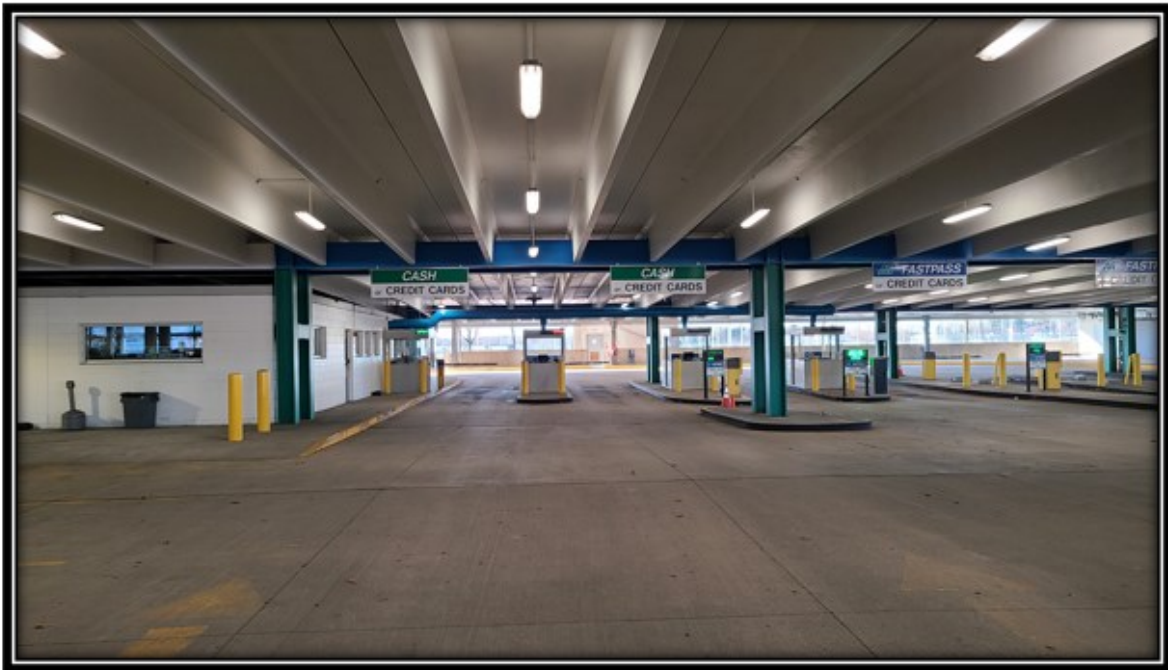




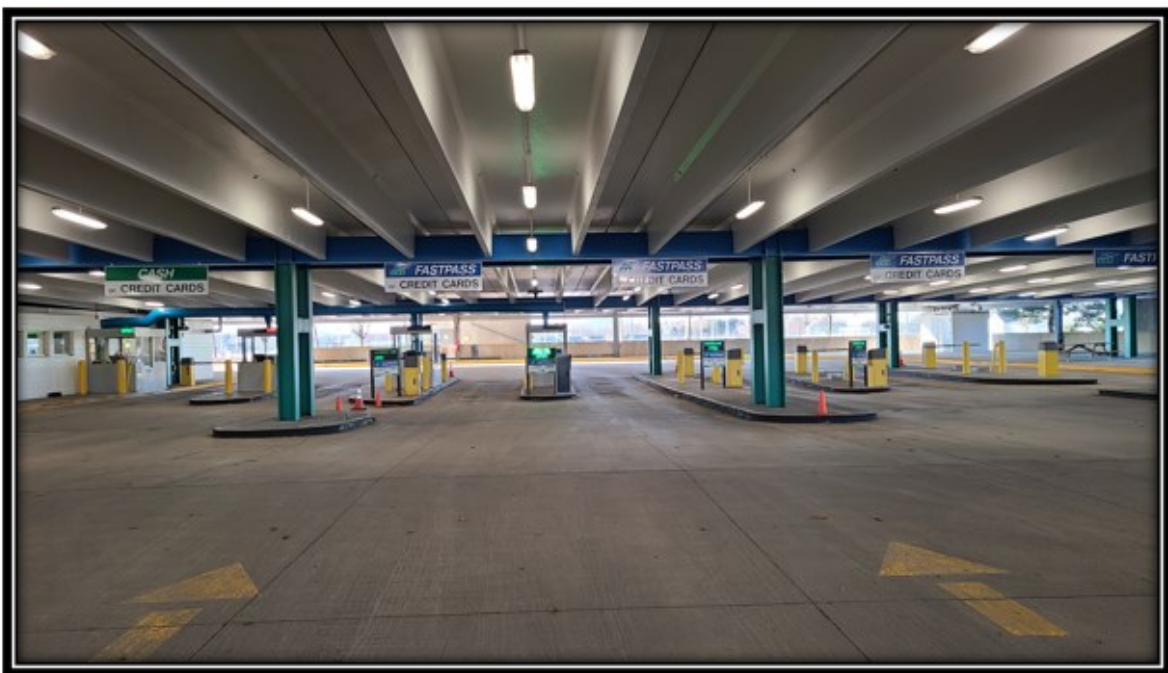
**Photo 7:**  
*Exit from Lot A prior to entering the first level of the Parking Garage.*



**Photo 8:**  
*Exit from Lot A as you enter the Parking Garage. Notice wayfinding impacts and lack of clarity as to which lane is in use or forms of payment accepted.*



**Photo 9:**  
*Approach to Lane 1 and Lane 2.*

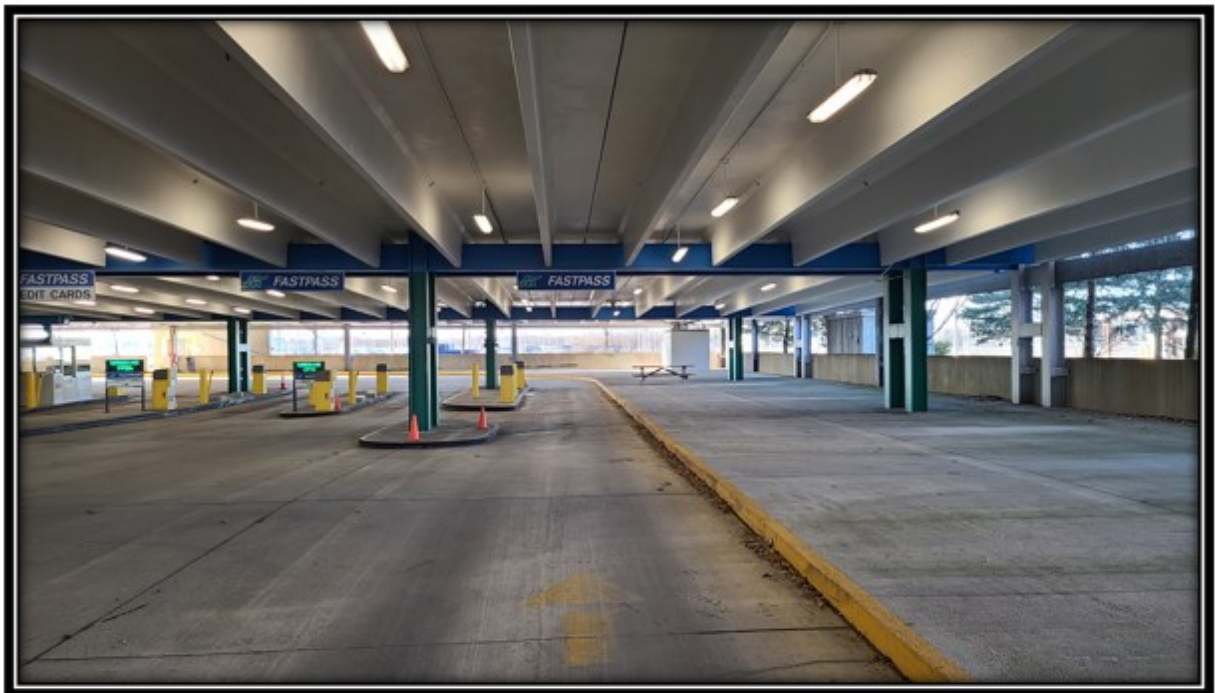


**Photo 10:**  
*Approach to Lane 3 and Lane 4.*





**Photo 11:**  
*Approach to Lane 5 and Lane 6.*



**Photo 12:**  
*Approach to Lane 7.*



**Photo 13:**

*Exit from the Outer Curb of the terminal merging with the outbound flow from inner terminal curb.*



**Photo 14:**

*Parking Lot shuttle bus parking spaces on North End of inner terminal curb.*





**Photo 15:**

*Photo of north end of inner terminal curb. Planned location for TNC Drop-off/Pick-up for guests flying Southwest Airlines or American Airlines.*



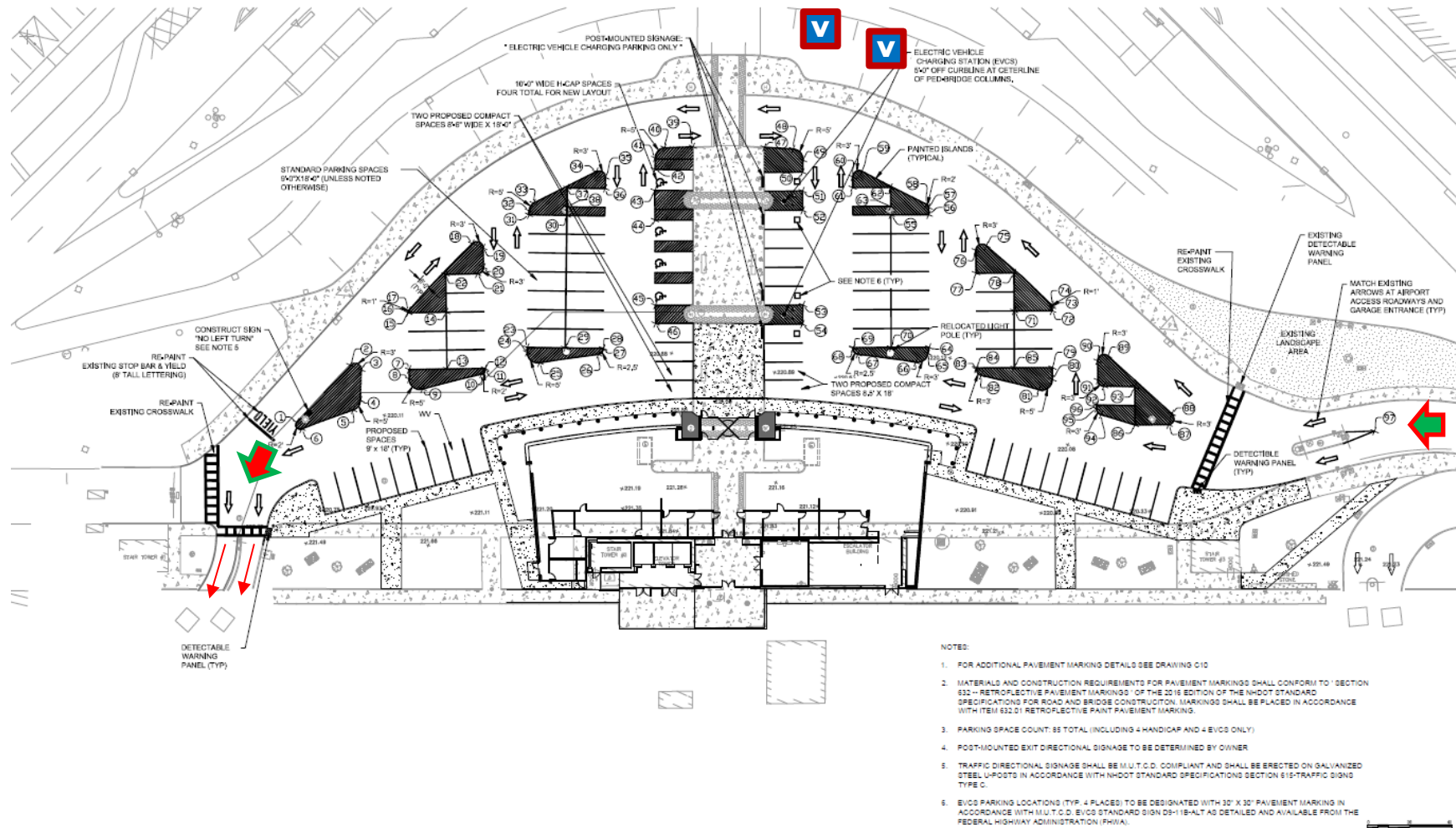
**Photo 16:**

*Photo of south end of inner terminal curb. Planned location for TNC Drop-off/Pick-up for guests flying Spirit Airlines or United Airlines.*

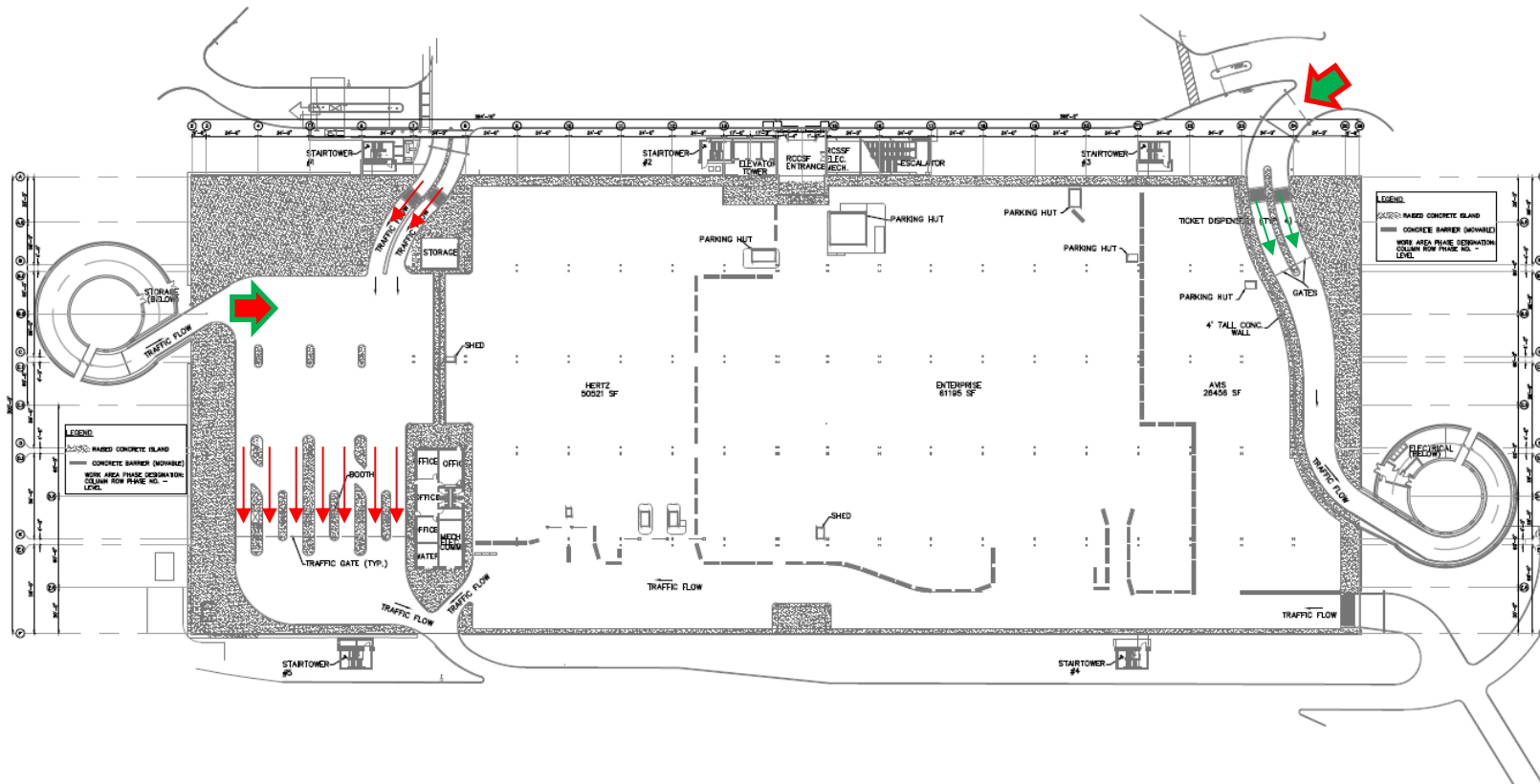
## **APPENDIX H: PARKING FACILITIES LAYOUTS AND FLOORPLATES**



## LOT A



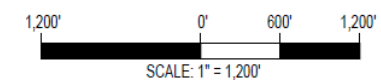
Parking Spaces by Level  
Level 1: 876



Manchester-Boston Regional Airport  
Parking Garage Level 1

November 23, 2021

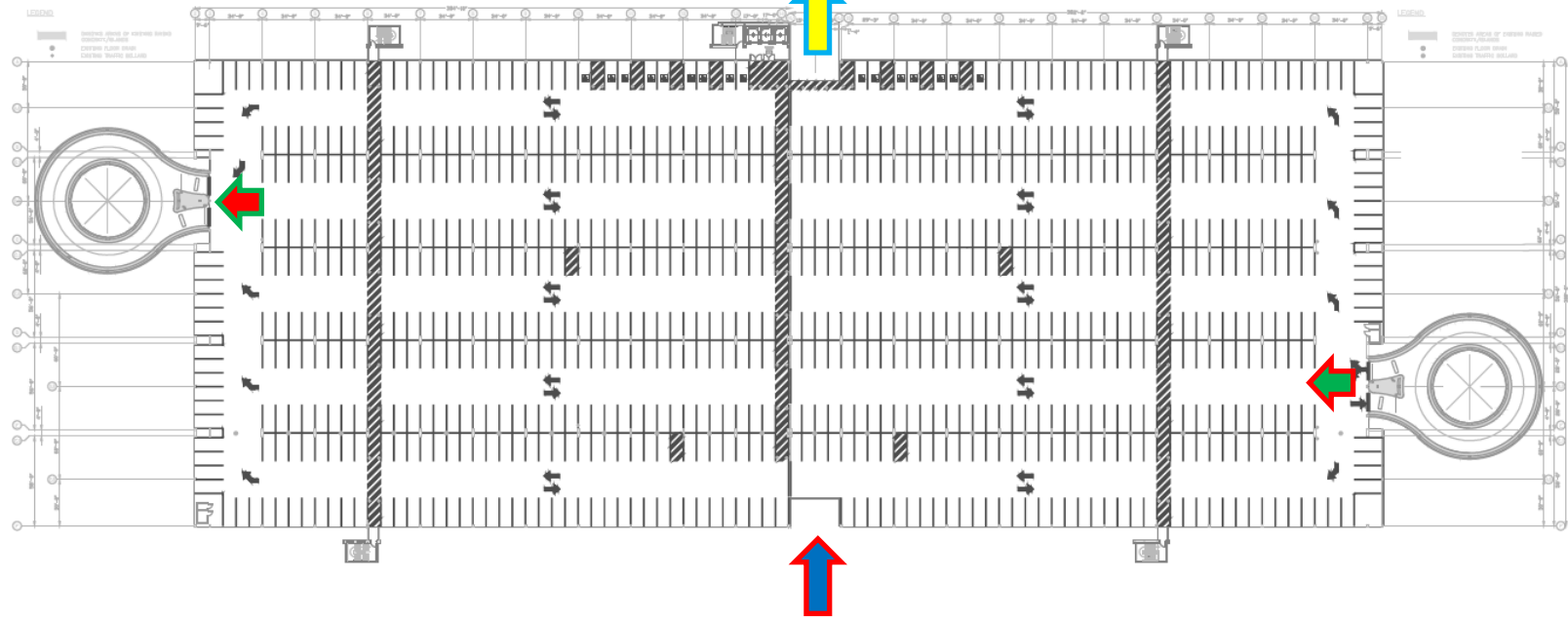
**AECOM**



Parking Spaces by Level  
Level 2: 876



**To Terminal via  
Pedestrian Bridge**



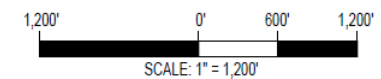
*Notch represents the location of a future tie-in  
for pedestrian bridge from potential 2<sup>nd</sup> Deck  
across Terminal Loop Road (i.e. in Lot C).*

PLotted: 11/23/2021  
DRAWING: C:\USERS\KATHUNA RICHBURG\DOCUMENTS\MFT PARKING LOT EXHIBIT\MFT GARAGE LEVELS 2-5.DWG

**Manchester-Boston Regional Airport**  
Parking Garage Level 2

November 23, 2021

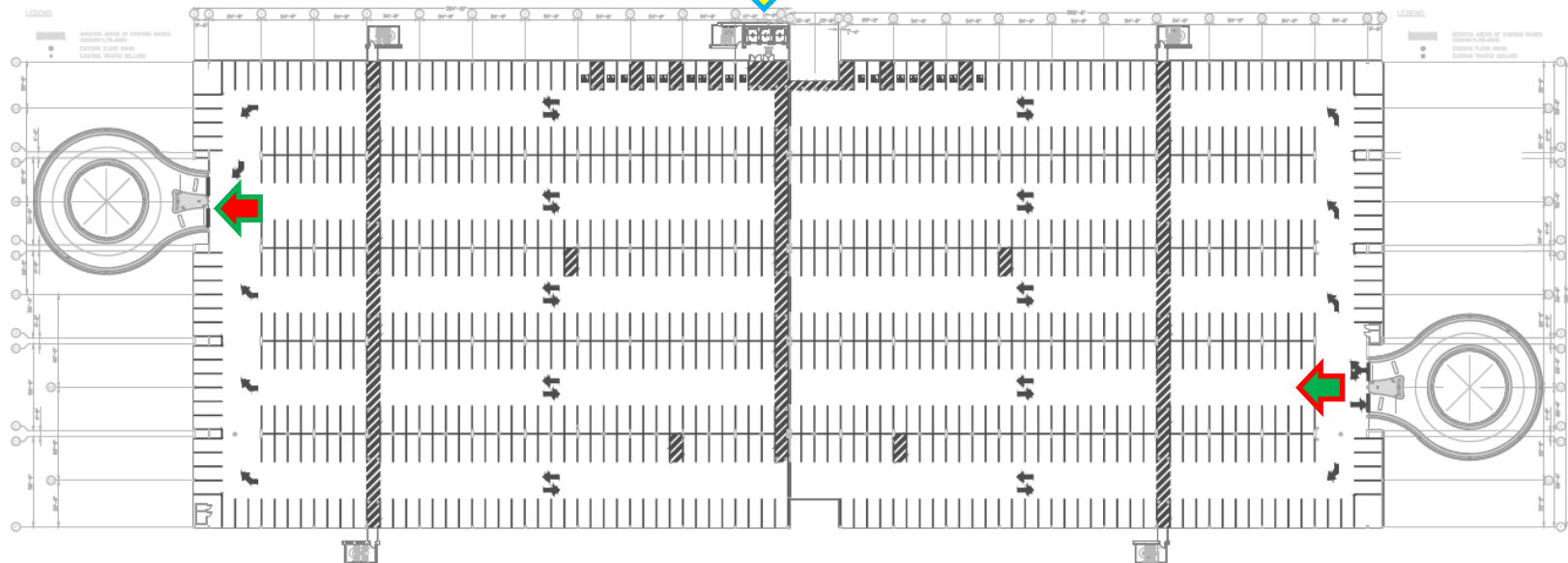
**AECOM**



Parking Spaces by Level  
Level 3: 876



*To Terminal via  
Elevator to Level 2*

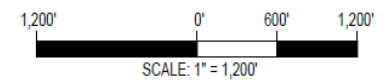


PLOTTED: 11/23/2021  
DRAWING: C:\USERS\KATHUNA.RICHEBURG\DOCUMENTS\MBT\PARKING LOT EXHIBIT\MBT GARAGE LEVELS 2-5.DWG

**Manchester-Boston Regional Airport**  
Parking Garage Level 3

November 23, 2021

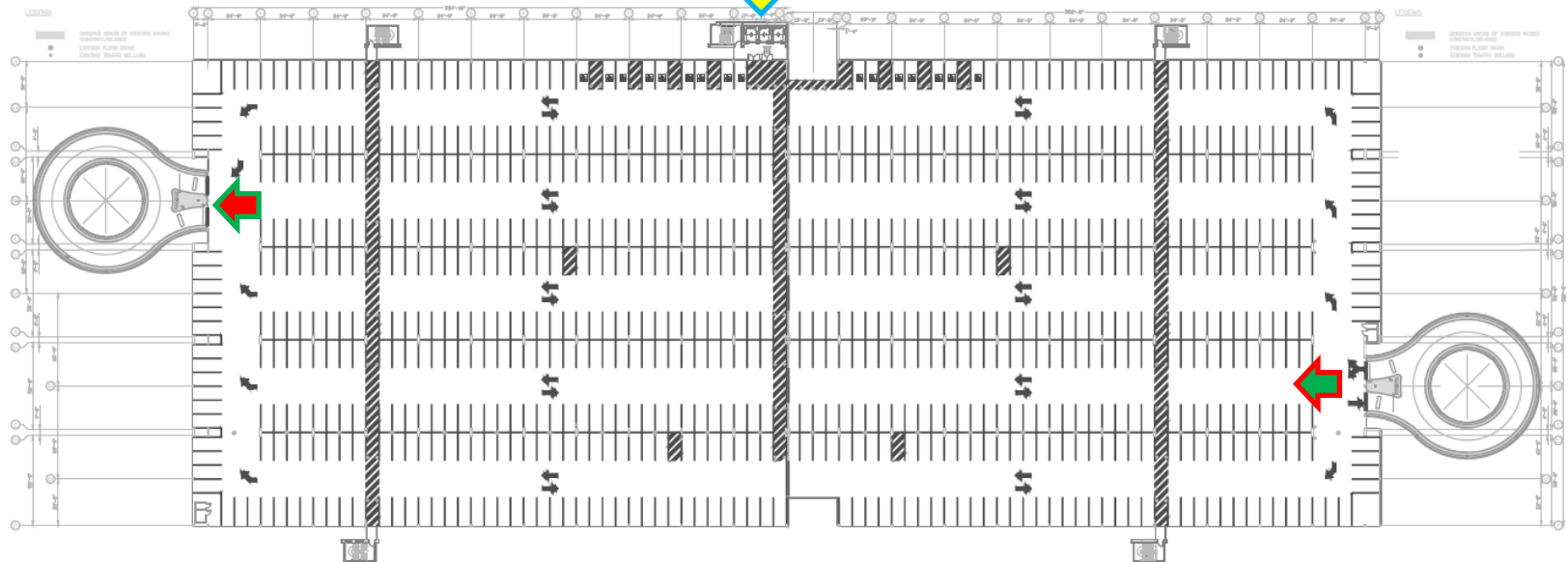
**AECOM**



Parking Spaces by Level  
Level 4: 876



*To Terminal via  
Elevator to Level 2*



PLOTTED: 11/23/2021  
DRAWING: C:\USERS\KATHUNA.RICHBURG\DOCUMENTS\WHT\PARKING LOT EXHIBIT\WHT GARAGE LEVELS 2-5.DWG

**Manchester-Boston Regional Airport**  
Parking Garage Level 4

November 23, 2021

**AECOM**

1,200' 0' 600' 1,200'  
SCALE: 1" = 1,200'

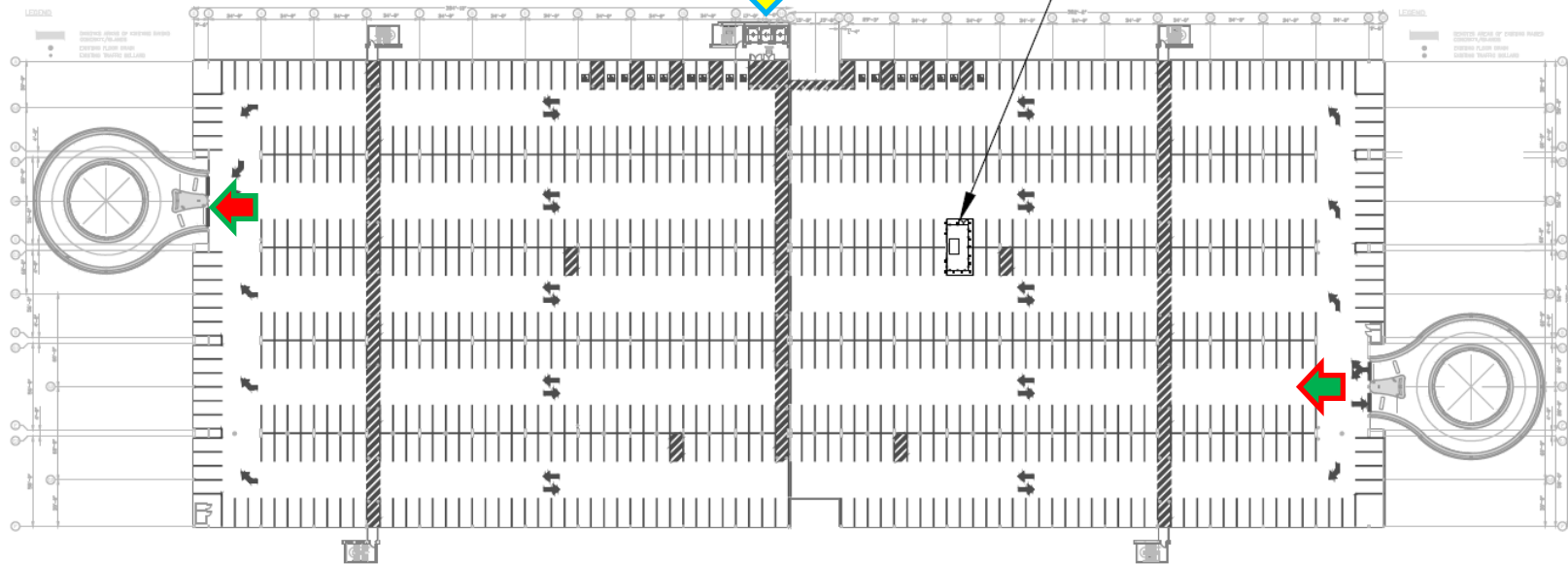
Parking Spaces by Level  
Level 5: 872



*To Terminal via  
Elevator to Level 2*



These 4 Spaces Occupied by Solar  
Inverter Cage on Level 5 Only

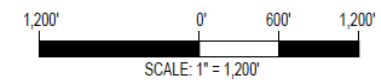


PLT FILED: 11/23/2021  
DRAWING: C:\USERS\KATHUNA.RICHEBURG\DOCUMENTS\WMT\PARKING LOT EXHIBIT\WMT GARAGE LEVELS 2-5.DWG

**Manchester-Boston Regional Airport**  
Parking Garage Level 5

November 23, 2021

**AECOM**

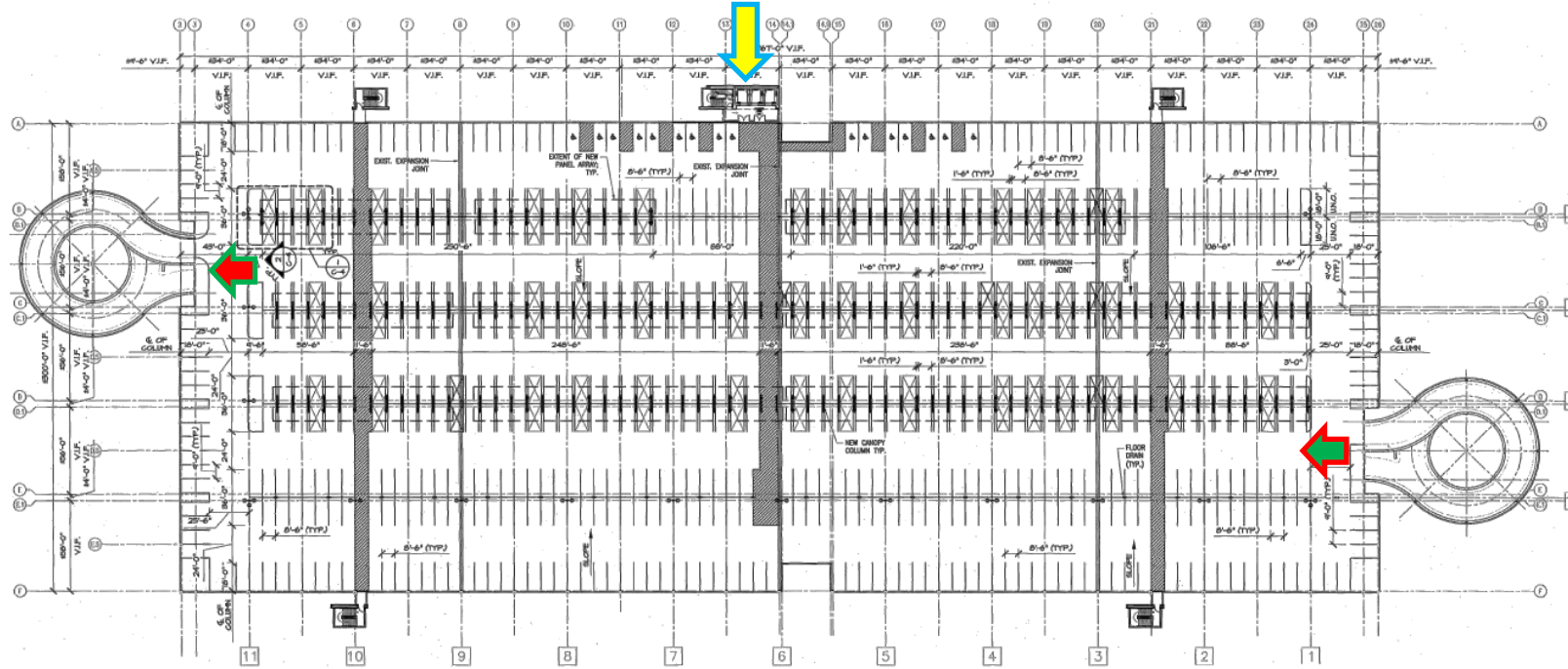




Parking Spaces by Level  
Level 6: 636



*To Terminal via  
Elevator to Level 2*

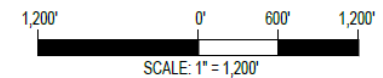


PLOTTED: 11/23/2021  
DRAWING: C:\USERS\KATHUNA.RICHBURG\DOCUMENTS\MHT\PARKING LOT EXHIBIT MHT GARAGE LEVELS 2-5.DWG

**Manchester-Boston Regional Airport**  
Parking Garage Level 6

November 23, 2021

**AECOM**



## APPENDIX J: LIST OF PARKING FACILITY EQUIPMENT

Equipment	Office/GT	Parking Garage	Lot A	Lot C	Ground Tran	Admin Lot	Gate 28	TOTAL
Proximity Card Readers	1	9	2	7	0	1	0	20
AVI Transponder Readers	1	0	0	0	4	0	0	5
AVI Reader Display	1	0	0	0	2	0	0	3
Ticket Dispenser	0	4	2	4	0	0	0	10
POS Fee Computer w/Credit Card	0	3	0	2	0	0	0	5
POS Fee Computer Ticket Reader	0	3	0	2	0	0	0	5
Booth Open/Close Sign	0	4	0	2	0	0	0	6
Express Parc	0	4	0	2	0	0	0	6
Express Parc Open/Full Sign	0	4	0	2	0	0	0	6
Parking Gate - Straight Arm	0	10	2	11	4	2	2	31
Parking Gate - Folding Arm	0	20	0	0	0	0	0	20
Large Level 1 Full Sign (All Floors)	0	1	0	0	0	0	0	1
Next Level Full/Open	0	4	0	0	0	0	0	4
Location/Level Sign Full/Open	0	8	0	2	0	0	0	10
High Sensor and Lights	0	0	2	0	0	0	0	2
Traffic Light Red/Green	0	0	0	0	1	0	0	1
Online/Offline Shuttle/Truck Clicker Equipment (Obsolete)	0	8	0	4	0	0	0	12
Intercoms	2	11	2	4	0	0	0	19
<b>IT Equipment:</b>								
Windows Servers	3	0	0	0	0	0	0	3
Newtork Switches	3	0	0	0	0	0	0	3
Internet Modem/Router	1	0	0	0	0	0	0	1



## APPENDIX K: CURRENT STAFFING AND PROPOSED MINIMUM STAFFING LEVELS

CURRENT PANDEMIC STAFFING LEVELS								
Day of Week	Shift	Classification						Total Personnel
		Facility Manager	Assistant Manager	Office Manager	Supervisor	Cashier	Maintenance	
Saturday	1st Shift				1	1	1	3
	2nd Shift				1	1	1	3
	3rd Shift				1	1	1	3
Sunday	1st Shift				1	1	1	3
	2nd Shift				1	1	1	3
	3rd Shift				1	1	1	3
Monday	1st Shift	1		1		1	1	4
	2nd Shift		1		1	1	1	4
	3rd Shift				1	1	1	3
Tuesday	1st Shift	1		1		1	1	4
	2nd Shift		1		1	1	1	4
	3rd Shift				1	1	1	3
Wednesday	1st Shift	1		1		1	1	4
	2nd Shift		1		1	1	1	4
	3rd Shift				1	1	1	3
Thursday	1st Shift	1		1		1	1	4
	2nd Shift		1		1	1	1	4
	3rd Shift				1	1	1	3
Friday	1st Shift	1		1		1	1	4
	2nd Shift		1		1	1	1	4
	3rd Shift				1	1	1	3

## MINIMUM STAFFING LEVELS: PARKING GARAGE/LOT A

Day of Week	Shift	Classification						Total Personnel
		Facility Manager	Assistant Manager	Office Manager	Supervisor	Cashier	Maintenance	
Saturday	1st Shift				1	2	1	4
	2nd Shift				1	2	1	4
	3rd Shift				1	2	1	4
Sunday	1st Shift				1	2	1	4
	2nd Shift				1	2	1	4
	3rd Shift				1	1	1	3
Monday	1st Shift	1		1		2	1	5
	2nd Shift		1		1	2	1	5
	3rd Shift			1	1	1	1	4
Tuesday	1st Shift	1		1		2	1	5
	2nd Shift		1		1	2	1	5
	3rd Shift			1	1	1	1	4
Wednesday	1st Shift	1		1		2	1	5
	2nd Shift		1		1	2	1	5
	3rd Shift			1	1	1	1	4
Thursday	1st Shift	1		1		2	1	5
	2nd Shift		1		1	2	1	5
	3rd Shift			1	1	1	1	4
Friday	1st Shift	1		1		2	1	5
	2nd Shift		1		1	2	1	5
	3rd Shift			1	1	1	1	4

## MINIMUM STAFFING LEVELS: LOT C

Day of Week	Shift	Classification						Total Personnel
		Facility Manager	Assistant Manager	Office Manager	Supervisor	Cashier	Maintenance	
Saturday	1st Shift						1	1
	2nd Shift						1	1
	3rd Shift							0
Sunday	1st Shift						1	1
	2nd Shift						1	1
	3rd Shift							0
Monday	1st Shift						1	1
	2nd Shift						1	1
	3rd Shift							0
Tuesday	1st Shift						1	1
	2nd Shift						1	1
	3rd Shift							0
Wednesday	1st Shift						1	1
	2nd Shift						1	1
	3rd Shift							0
Thursday	1st Shift						1	1
	2nd Shift						1	1
	3rd Shift							0
Friday	1st Shift						1	1
	2nd Shift						1	1
	3rd Shift							0