



**REQUEST FOR PROPOSALS  
CONTRACT MANAGEMENT  
CONSULTING SERVICES**

Date: February 7, 2024

RFP Number: AVIA 24-24

Subject: Request for Proposals (RFP) for the following services:

**CONTRACT MANAGEMENT CONSULTING SERVICES**

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This letter extends an invitation for the submission of a proposal to supply the City of Charlotte, Aviation Department ("City" aka "CLT") with services as indicated above. Proposals for the above will be received via the e-bidding portal until **2:00 p.m. eastern standard time on February 28, 2024.**

CLT is not hosting a pre-proposal conference for this RFP.

Any changes to the terms, conditions or specifications stated in this Request for Proposals will be documented in a written addendum, issued by CLT. These addenda will be accessible through the e-bidding portal.

CLT does not discriminate based on disability. Auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures will be provided upon request to persons with disabilities. To make a request, please email [Genetta.Carothers@cltairport.com](mailto:Genetta.Carothers@cltairport.com) or call 980.416.0237.

All questions regarding this RFP must be directed to Genetta Carothers through the e-bidding portals Q&A Board. Thank you in advance for your interest in doing business with CLT. We look forward to your participation!

Sincerely,

**Genetta Carothers, A.P.P.**

Procurement Officer Senior

**Charlotte Douglas International Airport**

### **Checklist for submitting a Proposal:**

- Form 1, Proposal Form
- Form 2 Nondiscrimination Certification
- Form 3, Confidential Information
- Form 4, Pricing
- Form 5, Travel and Expense Reimbursement Protocol

The above items constitute all that must be included in the Proposal. If awarded a contract or purchase order, evidence of insurance that meets or exceeds the requirements set forth below is required.

## SECTION 1: GENERAL INSTRUCTIONS

### A. INTRODUCTION

The City of Charlotte Aviation Department (CLT) is seeking proposals for Contract Management Consulting Services (the "Work"). A description of the Work is included below. A complete and signed Proposal including forms 1-5 must be submitted through the e-bidding portal by February 28, 2024 at 2:00 pm est at <https://gateway.app.e-builder.net/app/bidders/landing?accountid=80fe0a4a-0c8f-4fcd-ac93-cc9db65522cb&projectid=4154b39a-f353-4cff-9215-ce9d8bcfe875&bidpackageid=8cee1a26-5e09-49c5-b59a-29bf6069fa6e>.

The forms herein must be completed and uploaded to the site by the proposal due date and time.

This RFP consists of:

Section 1: Description of the Work, selection criteria and the terms and conditions that apply to this proposal process and procurement; and

Section 2: The forms that a Proposer is required to complete and return as its Proposal (called the "Proposal Response Forms")

Please review each section carefully, including all attachments and exhibits. Proposers will be held accountable for having full knowledge of the contents of this RFP and for performing any due diligence that may be necessary to submit a binding Proposal. Failure to comply with the terms, conditions and requirements of this RFP may result in disqualification of the Proposer in the sole discretion of CLT.

### B. SCHEDULE

DATE	ACTIVITY (All times are EST)
2/7/2024	Issue RFP
2/14/2024	Submission of written questions are due by 5:00 pm est
2/28/2024	Proposals are due by 2:00 pm est
3/6/2024	Proposer interviews (if applicable) (3/6/2024 – 3/8/2024)
3/18/2024	Estimated start date of services

CLT reserves the right to modify the deadlines set forth in the above table in its sole discretion. Any such modifications will be stated in an addendum as described below.

### C. DESCRIPTION of the WORK

- General Scope.** The City of Charlotte, Aviation Department (CLT) is seeking professional consulting services to conduct operational analyses, assessments, and audits to ascertain organizational effectiveness and identify opportunities for improvement related to the procurement and contracting of goods, services, technology, and construction ("Project").

CLT is seeking to adopt best practices that will enhance transparency and auditability; strengthen our ability to ensure legal and regulatory compliance; and save time and money by reducing the need for rework, disputes, and litigation. Adoption of best practices are also intended to assist in the establishment and maintenance of mutually beneficial relationships with suppliers and other business partners.

The result(s) of the Project shall aid CLT in accomplishing the following:

- Strengthen and refine procurement and contract management processes.
- Enhance legal defensibility of procurement and contract award processes and associated documentation.
- Define a framework and processes by which CLT establishes and manages its contractual relationships, including standardized documentation and process for ensuring contractual obligation compliance.
- Identify, assess, and mitigate risks associated with soliciting for goods and services, technology and construction, contract award and contract administration activities to enhance procurement efficiency; and
- Ensure transparency in practice and processes sufficient to minimize legal and political challenges.

2. **Consulting Services.** The Consultant(s) shall:

- Assess the current state of the Procure-to-Pay process and any potential changes resulting from the City's implementation of new Enterprise Resource Planning (ERP) System.
- Identify peer organizations (preferably Airports) for comparison to CLT.
- Compare CLT process & procedures to best practices to ensure compliance with contract obligations, contractor and CLT reporting requirements, Federal and State grants, local and Federal disadvantaged business program compliance, certificate of Insurance administration, project completion documentation and project closeout.
- Evaluate opportunity to centralize in-house scope and specification writers/reviewers.
- Review existing Procurement policies and procedures and offer qualitative opinion of the sufficiency of CLT's practices.
- Recommend effective controls to maintain regulatory compliance with Federal, State and City guidance, statutes, policies, grant agreements and assurances.
- Assess risks inherent in CLT's competitive process, level of competition achieved and basis for awarding contracts (evaluation criteria and selection methodology).

- Analyze and assess the appropriateness of CLT's use of task orders, amendments and change orders; and
- Perform relevant other work as needed as the Project develops.

3. **Deliverables.** The consultant shall deliver to CLT:

- Recommendations for enhancements to contract procurement policy and procedures, project delivery determination, contract processing, solicitation preparation, contract closeout, contract administration, pricing strategies, contract life cycle management, change orders, etc.
- Evaluation and documentation of current and recommended future state business processes related to procurement project planning, regulatory compliance, management and close out for good, services, technology, and construction.
- Process manual(s) for the assessment, selection, procurement, and implementation of project delivery methods.
- Recommendations and summary of best practices for legal and regulatory compliance with Federal, State, and local laws, regulations, guidance, polices, procedures, grant agreements and assurances.
- Operating procedures, checklists, and procurement templates for effecting the Procure-to-Pay process.
- Presentation of deliverables to CLT Executive Leadership.

**D. SELECTION CRITERIA**

Proposals shall be evaluated based on the following criteria:

1. Experience: CLT will evaluate the Proposer based on its ability to meet the Experience requirements as set forth in the Scope of Services including but not limited to experience providing the Work at similar companies for the past five years.
2. Strategic Approach: CLT will evaluate the Proposer's ability to meet the requirements set forth in the Scope of Services as detailed in the Proposer's Strategic Approach.
3. Profile and Portfolio: CLT will evaluate profiles and portfolios submitted to meet the requirements set forth in the Scope of Services to complete the Work.
4. Staffing Plan: CLT will consider the plan to provide necessary staffing and the experience of the individual team members proposed to provide the Work. Individual experience and knowledge in the following areas are preferred: project management, Procure-to-Payment, and ERP.
5. Compensation: CLT will evaluate the Proposer on the overall compensation proposed related to the provision of the Work.
6. References: CLT will consider the extent and quality of the Proposer's requested references. Proposers shall provide three business references within the past five years.

## E. TERMS and CONDITIONS

1. The term of the agreement shall be for one year from the Effective Date of the resulting Contract.
2. The Work shall be subject to the terms and conditions of the City's Contract, a sample of which is included below.
3. The City shall be able to add or delete the quantities requested herein and add additional options and accessories as is in the best interest of the City so long as doing so does not create unfairness as to defeat the purpose of North Carolina's procurement statutes or Federal contract requirements.
4. **Security and Credentialing.** Company acknowledges and agrees that:
  - 4.1 The City's Aviation Department has offices in the secured area of the Terminal, access to which is subject to security measures imposed by the United States ("Airport Security Program") and enforced by the Transportation Security Administration;
  - 4.2 Access to the Aviation Department, to the airfield or other secured area by Company's officers and employees shall be limited to and conditioned upon compliance with the Security Plan as it exists upon the effective date of this Contract, and as may be modified from time to time;
  - 4.3 Company's officers and employees who need regular access to the secured areas will have to apply for and qualify for security identification badges ("Security Badges") issued by the Aviation Director;
  - 4.4 Company shall company and ensure its employees comply with the Airport's Security Standards and AOA Standards, as amended from time to time, which can be found at [www.cltairport.com/credentialing](http://www.cltairport.com/credentialing); and
  - 4.5 Company may also have to comply with additional project specific requirements, which if applicable, will be included in the Specifications or scope of work of this Contract; and
  - 4.6 City shall not be liable to Company for any diminution or deprivation of Company's rights hereunder on account of the inability or delay of Company or his officers or employees to obtain a Security Badge, regardless of the reason; and
  - 4.7 Pursuant to the discretion of CLT, the Company may be required designate at least two personnel as "authorized signers." The authorized signers must hold a valid CLT badge and are responsible for all required training and the completion of all required documents and process steps to secure and retain valid CLT badges for the employees and subcontractor employees. The authorized signers may need to conduct these activities at the CLT airport.
5. Each invoice sent by the Company shall reference the appropriate contract number (if applicable), purchase order (PO) number and PO line number for each item on the invoice. A PO is not required if a credit card is used to facilitate the purchase transaction. The City is not exempt from sales tax. The Company shall include all applicable State and County sales taxes on the invoice shown as a separate line item and not combined with the cost of the services.

6. CLT reserves the right, in its sole discretion to: (1) To supplement, amend, substitute, withdraw or otherwise modify this request at any time; (2) To issue additional requests for information; (3) To require a interested company to supplement, clarify or provide additional information in order for CLT to evaluate its submission, including without limitation, requests to provide samples of items requested herein; (4) To conduct investigations with respect to the qualifications and experience of each interested company; (5) To waive any defect or irregularity in any submission; (6) To share the submission with City and/or CLT employees or agents as deemed necessary; (7) To award all, none, or any part of the Work set forth herein to one or more interested companies as is in the best interest of CLT with or without re-solicitation; (8) To discuss and negotiate with selected company any terms and conditions in the submissions including but not limited to financial terms; (9) To enter into any agreement deemed by CLT to be in the best interest of CLT; (10) To reject any or all submissions; and (11) To re-solicit submissions using this request or a different solicitation.
7. The selected company shall provide general commercial liability and automobile insurance in an amount equal to \$1,000,000 per occurrence for work outside of the airfield fence and \$5,000,000 per occurrence for work inside of the airfield fence. Company shall also provide workers compensation as required by North Carolina law and if providing a professional service, errors and omissions insurance in amount equal to \$1,000,000 per occurrence. More details related to the insurance are set forth in the contract or purchase order. City of Charlotte, 600 East Fourth St. Charlotte, NC 28202" shall be named as an additional insured under the commercial general liability insurance for operations or services rendered.
8. The selected company ("Company") shall indemnify, defend and hold harmless the City and the City's officers, agents and employees from and against any and all claims, losses, damages, obligations, liabilities and expenses, including but not limited to attorneys' fees, arising out of or resulting from Company's performance, or allegations thereof, under this agreement, except to the extent that the claims, losses, damages, obligations, liabilities and expenses are caused by the sole negligence of the City, or the City's officers, agents and employees. Such liabilities shall include those arising from a violation of any federal, state or local law, regulation or ordinance by the Company or any of its subcontractors. Company shall purchase insurance, as described in Section 7 above, which shall include coverage for the contractual liability described herein. In any case in which Company provides a defense to the City pursuant to this indemnity, the defense will be provided by attorneys reasonably acceptable to the City. This provision shall survive the expiration or early termination of the agreement.
9. Changes in "Work" after acceptance via purchase order or signed contract must be in writing and agreed by both parties as evidenced by a revised purchase order or signed contract amendment.
10. All proposals and supplementary material provided as part of this process will become the property of the City. Proposers are advised that all information included in the material provided is public record except for information that falls under one or more of the



statutory exceptions set forth in Chapter 132 and 66-152 *et seq.* of the North Carolina General Statutes. Proposer may only designate information confidential that it, in good faith, considers a trade secret or confidential under North Carolina public records law. However, CLT reserves the right to review and make any final determination on if any material submitted is in fact protected by an exception to North Carolina's public record law. In submitting a proposal, each Proposer agrees that the CLT may reveal any trade secrets or confidential information to CLT staff, consultants or third parties assisting with this RFP and resulting agreement. Where information is marked Trade Secret or confidential, Proposer agrees to indemnify, defend and hold harmless the City and each of its officers, employees and agents from all costs, damages and expenses incurred relating to the City choosing to withhold any material based on Proposer's designation of said material as a trade secret or confidential.

11. Title VI Solicitation Notice. The City, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all Bidders 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 Bid in response to this request and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

**SECTION 2: PROPOSAL RESPONSE FORMS**

**FORM 1**

**QUALIFICATIONS AND PROPOSER REQUIREMENTS**

All statements contained herein must be true and correct. Any omissions or inaccuracies may result in the rejection of this Proposal by CLT. Proposers should note that some responses may require separate additional sheet(s). Those responses should be appropriately marked corresponding to the question. Proposers should use as many additional sheets as necessary to completely convey the information requested.

**A. EXPERIENCE AND QUALIFICATIONS**

Business Entity Type: \_\_\_\_\_  
State of Incorporation (if applicable): \_\_\_\_\_  
Number of years in business: \_\_\_\_\_

Provide at least three (3) companies, **excluding CLT**, for which the Proposer provided substantially similar Work during the previous five (5) years.

Client Name: \_\_\_\_\_  
Description of Work: \_\_\_\_\_  
Dates of Service: \_\_\_\_\_  
Compensation \$: \_\_\_\_\_  
Name of Contact (POC): \_\_\_\_\_  
POC E-Mail Address: \_\_\_\_\_  
POC Telephone number: \_\_\_\_\_  
Names of Key Personnel Assigned to the Work: \_\_\_\_\_

Client Name: \_\_\_\_\_  
Description of Work: \_\_\_\_\_  
Dates of Service: \_\_\_\_\_  
Compensation \$: \_\_\_\_\_  
Name of Contact (POC): \_\_\_\_\_  
POC E-Mail Address: \_\_\_\_\_  
POC Telephone number: \_\_\_\_\_  
Names of Key Personnel Assigned to the Work: \_\_\_\_\_

Client Name: \_\_\_\_\_  
Description of Work: \_\_\_\_\_  
Dates of Service: \_\_\_\_\_  
Compensation \$: \_\_\_\_\_  
Name of Contact (POC): \_\_\_\_\_  
POC E-Mail Address: \_\_\_\_\_

POC Telephone number: \_\_\_\_\_

Names of Key Personnel Assigned to the Work: \_\_\_\_\_

**B. PROPOSER HISTORY**

Question	Yes/No	If Yes, include an explanation
Has Proposer ever been subject to claims, actions, demands, suits or other litigation (collectively litigation) brought by any airport owner/operator or others over non-payment of rent or fees, or non-performance of similar Work as that requested under this RFP?		
Does the Proposer have any past due arrearages or is the Proposer in breach of any previous or existing contract with the City?		
Has Proposer declared bankruptcy in the past ten (10) years?		
During the past ten (10) years, have any of Proposer's contracts, leases or other agreements been terminated or cancelled, either voluntarily or non-voluntarily, by another Airport owner/operator?		

**C. STRATEGIC APPROACH**

Proposer must describe the strategic approach to provide the Work with completion no later than six (6) months from the Contract Effective Date. This could include, without limitation and as applicable, training plan, project schedule, or any other information related to how the Proposer intends to perform the Work in this RFP.

**D. PROFILE AND PORTFOLIO**

Proposer must provide a Portfolio of the company. This could include, without limitation, the company mission statement, company history, services provided, copies of pertinent certifications, and copies of similar Work samples.

**E. STAFFING PLAN**

Proposer must provide a staffing plan, which includes how staffing support will be provided to ensure the Work is provided in compliance with this RFP. This could include, without limitation and as applicable, staffing numbers, subconsultants, schedules, types of positions, location of personnel, an organizational chart reflecting key personnel including descriptions of their duties

or any other information that demonstrates how Proposer will provide staffing support for the Work.

**F. COMPENSATION**

Proposer must complete Form 4, Pricing Worksheet.

**G. REFERENCES**

List three (3) business clients of comparable size, **excluding** the Aviation Department, for whom you have provided substantially similar work to that requested under this RFP for a reference check. Additional references, including the Aviation Department, may be included on a second form.

Name of Client	
Address	
Contact Person	
Telephone Number:	
E-Mail Address:	
Name of Client	
Address	
Contact Person	
Telephone Number:	
E-Mail Address:	
Name of Client	
Address	
Contact Person	
Telephone Number:	
E-Mail Address:	

**H. EXCEPTIONS**

All Work requested in this RFP must be provided for the price(s) set forth in the Compensation Sheet, in strict conformance with the terms, conditions and specifications set forth in the RFP (including any addenda or amendments). Savings associated with the exceptions listed below should be listed separate from the base pricing and such exceptions may or may not be accepted in the sole discretion of the Airport. Exceptions representing material changes to the RFP’s terms

(including the form Contract) are grounds for rejection of the Proposal. For each exception listed below include the relevant page number and section of the RFP. If none, state "None".

Page & Section Number	Section Title	Exception and Proposed Change

**The information contained in this Proposal or any part thereof, including its Forms, Attachments, Exhibits and other documents and instruments delivered or to be delivered to CLT, is true, accurate, and complete. This Proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead CLT as to any material facts.**

Submission of this Proposal is the duly authorized official act of the Proposer and the person(s) executing this Proposal and is in accordance with the terms and conditions as set forth in the RFP. The Proposer is duly authorized and designated to execute this Proposal on behalf of and as of the official act of Proposer, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

**FORM 2**  
**NONDISCRIMINATION CERTIFICATION**

The undersigned Proposer hereby certifies and agrees that the following information is correct:

1. In preparing its Proposal, the Company has considered all proposals submitted from qualified, potential subcontractors and suppliers, and has not engaged in or condoned discrimination, as defined in Section 2 below.
2. For purposes of this form, discrimination means discrimination in the solicitation, selection, or treatment of any subcontractor, vendor, supplier or commercial customer on the basis of a person's race, color, gender, religion, national origin, ethnicity, age, familial status, sex (including sexual orientation, gender identity and gender expression), veteran status, pregnancy, natural hairstyle or disability, or any otherwise unlawful form of discrimination. Without limiting the foregoing, discrimination also includes retaliating against any person or other entity for reporting any incident of discrimination. Without limiting any other remedies that the City may have for a false certification, it is understood and agreed that, if this certification is false, such false certification will constitute grounds for the City to reject the proposal submitted with this certification and terminate any contract awarded based on such proposal. It shall also constitute a violation of the City's Commercial Non-Discrimination Ordinance and shall subject the Proposer to any remedies allowed thereunder, including possible disqualification from participating in City contracts or solicitation processes for up to two years.
3. As a condition of contracting with the City, the Proposer agrees to promptly provide to the City all information and documentation that may be requested by the City from time to time regarding the solicitation and selection of subconsultants regarding this solicitation process. Failure to maintain or failure to provide such information shall constitute grounds for the City to reject the proposal submitted by the Proposer and terminate any contract awarded on such proposal. It shall also constitute a violation of the City's Commercial Non-Discrimination Ordinance and shall subject the Proposer to any remedies allowed thereunder.
4. As part of its proposal, the Proposer shall provide to the City a list of all instances within the past ten years where a complaint was filed or pending against Proposer in a legal or administrative proceeding alleging that Proposer discriminated against its subcontractors, vendors or suppliers, and a description of the status or resolution of that complaint, including any remedial action taken.
5. As a condition of submitting a proposal to the City, the Proposer agrees to comply with the City's Commercial Non-Discrimination Policy as described in Section 2, Article V of the Charlotte City Code, and consents to be bound by the award of any arbitration conducted thereunder.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**FORM 3**  
**CONFIDENTIAL INFORMATION**

Company agrees to comply with all Confidentiality Requirements set forth in this Section. Failure to comply with the Confidentiality Requirements set forth herein may result in the rejection of Company's Proposal or termination of the Contract.

1. **CONFIDENTIAL INFORMATION.** "Confidential Information" means any information in any medium (whether written, oral or electronic), obtained from the City or any of its suppliers, contractors or licensors which falls within any of the following general categories:
  - a. *Plans and Drawings.* Building plans of city-owned buildings or infrastructure facilities, including without limitation as-built drawings of the Facilities, as well as specific details of public security plans, as provided by N.C. General Statute 132-1.7 (a);
  - b. *Trade secrets.* For purposes of this RFP, trade secrets consist of information of the City or any of its suppliers, contractors or licensors: (a) that derives value from being secret; and (b) that the owner has taken reasonable steps to keep confidential. Examples of trade secrets include information relating to proprietary software, new technology, new products or services, flow charts or diagrams that show how things work, manuals that tell how things work and business processes and procedures;
  - c. *Security Plans.* Plans to prevent or respond to terrorist activity, including vulnerability and risk assessments, potential targets, specific tactics or specific security or emergency procedures, the disclosure of which would jeopardize the safety of government personnel or the general public or the security of any governmental facility, structure or information storage system as provided by N.C. General Statute 132-1.7 (a);
  - d. *Privileged Information.* Any attorney / client privileged information disclosed by the City.
  - e. *Other Information.* Other information that is exempt from disclosure under the North Carolina public records laws.

For purposes of this Section, the term "Restricted Data" refers to and includes: (a) all Confidential Information that the City is restricted from disclosing under state or federal law; and (b) all Confidential Information that the City is permitted to withhold from disclosure under state or federal law and has elected to withhold from disclosure.

The information described in Sections a and c is a subcategory of Confidential Information called "Highly Restricted Information." Highly Restricted Information is subject to all requirements applicable to Confidential Information, but is also subject to additional restrictions as set forth in this Contract if applicable.

The parties acknowledge that Confidential Information includes information disclosed prior to submission of a Proposal as well as information disclosed after submission.

2. **RESTRICTIONS AND REQUIREMENTS.** The Company shall comply with the following restrictions and requirements regarding Confidential Information:

- a. Company shall comply with the City's Restricted Data Policy, a copy of which is posted on the City's website, and with any instructions or procedures issued by City key business units from time to time with respect to protecting specific types of Confidential Information.
- b. Company shall not copy, modify, enhance, compile or assemble (or reverse compile or disassemble), or reverse engineer Confidential Information, except as authorized by the City in writing.
- c. Company shall not, directly or indirectly, disclose, divulge, reveal, report or transfer Confidential Information to any third party, other than an agent, subcontractor or vendor of the City or Company who: (a) has a need to know such Confidential Information for purpose of performing work contemplated by written agreements between the City and the Proposer, and (b) has executed a confidentiality agreement incorporating substantially the form of these requirements. Notwithstanding the forgoing, Company shall not directly or indirectly, disclose, divulge, reveal, report or transfer Highly Restricted to any third party without the City's prior written consent.
- d. Company shall not use any Confidential Information for its own benefit or for the benefit of a third party, except to the extent such use is authorized under these Confidentiality Requirements or other written agreements between the parties hereto, or is for the purpose for which such Confidential Information is being disclosed.
- e. Company shall not remove any proprietary legends or notices, including copyright notices, appearing on or in the Confidential Information.
- f. Company shall use reasonable efforts (including but not limited to seeking injunctive relief where reasonably necessary) to prohibit its employees, vendors, agents and subcontractors from using or disclosing the Confidential Information in a manner not permitted by these Confidentiality Requirements.
- g. In the event that any demand is made in litigation, arbitration or any other proceeding for disclosure of Confidential Information, Company shall assert these Confidentiality Requirements as grounds for refusing the demand and, if necessary, shall seek a protective order or other appropriate relief to prevent or restrict and protect any disclosure of Confidential Information.
- h. All materials which constitute, reveal or derive from Confidential Information shall be kept confidential to the extent disclosure of such materials would reveal Confidential Information, and unless otherwise agreed, all such materials shall be returned to the City or destroyed upon satisfaction of the purpose of the disclosure of such information.
- i. Company shall restrict employee access to the Confidential Information to those employees having a need to know for purposes of their jobs.
- j. Company shall take reasonable measures to prevent the use or disclosure of Confidential Information by its employees in a manner not permitted by these Confidentiality Requirements. Company shall have each of its employees who will have access to the Confidential Information sign a confidentiality agreement which provides the City and its



vendors, licensors, subcontractors, employees and taxpayers the same level of protection as provided by these Confidentiality Requirements.

- k. Company shall ensure that each person who obtains access to Confidential Information through Company (including but not limited to Company's employees and subcontractors) has undergone training sufficient to understand his or her responsibilities with respect to these Confidentiality Requirements.
3. **EXCEPTIONS.** The City agrees that Company shall have no obligation with respect to any Confidential Information that the Company can establish:
- a. was already known to Company prior to being disclosed by the City;
  - b. was or becomes publicly known through no wrongful act of Company;
  - c. was rightfully obtained by Company from a third party without similar restriction and without breach hereof;
  - d. was used or disclosed by Company with the prior written authorization of the City;
  - e. was disclosed pursuant to the requirement or request of a governmental agency, which disclosure cannot be made in confidence, provided that, in such instance, Company shall first give to the other party notice of such requirement or request;
  - f. was disclosed pursuant to the order of a court of competent jurisdiction or a lawfully issued subpoena, provided that the Company shall take reasonable steps to obtain an agreement or protective order providing that these Confidentiality Requirements will be applicable to all disclosures under the court order or subpoena.
4. **REMEDIES.** Company acknowledges that the unauthorized disclosure of the Confidential Information will diminish the value of the proprietary interests therein. Accordingly, it is agreed that if Company breaches its obligations hereunder, the City shall be entitled to equitable relief to protect its interests, including but not limited to injunctive relief, as well as monetary damages.
5. **DATA.** The Company will treat as Confidential Information all data provided by the City or processed for the City or for citizens under these Confidentiality Requirements (including metadata). Such data shall remain the exclusive property of the City. The Company will not reproduce, copy, duplicate, disclose, or in any way treat the data supplied by the City in any manner except that contemplated by this Confidentiality Requirements.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**FORM 4**  
**PRICING WORKSHEET**

Proposers shall provide pricing based on the requirements and terms set forth in this RFP. Pricing must be all-inclusive and cover every aspect of the Project.

In completing the compensation worksheet, note the following:

1. All price increases over the term of the contract must be noted;
2. If/when there is an error in extension prices, the unit prices, when available, shall govern;
3. If Proposer takes any exceptions to the RFP, the pricing submitted must reflect the requested items as stated in Section 1 B Description of the Work and as-if the exceptions were not accepted by the City. However, please include as a separate section any cost savings potentially gained if the City accepts the exceptions as presented;
4. All discounts should be computed into the prices offered where feasible. When a prompt payment discount is offered, it will not be considered in the award of the Contract except as a factor to aid in resolving cases of identical prices; and
5. Additional costs associated with the Services must be added as separate line items to the worksheet.

It is understood that the pricing, terms and conditions of this Proposal confirm with the requirements set forth in this RFP and are firm and irrevocable unless provided in writing to CLT.

If price adjustments are not included in the agreement, the price(s) stated in agreement shall apply for the entire term of the agreement unless the Airport approves a price adjustment in writing in accordance with the following terms:

1. Price increases shall only be allowed when justified in the Airport's sole discretion based on legitimate, bona fide increases in the cost of materials. No adjustment shall be made to compensate the Company for inefficiency in operation, increase in labor costs or for additional profit.
2. To obtain approval for a price increase, the Company shall submit a written request by e-mail to the Airport's Project Manager, together with written documentation sufficient to demonstrate that the increase is necessary based on legitimate increase in the cost of materials. The request must state and fully justify the proposed price increase per unit over the price originally included.
3. The Airport may approve such price increase for the remaining term of the Agreement or for a shorter specified period, in the Airport's sole discretion. If the Airport rejects such price increase, the Company shall continue to perform under the Agreement.
4. If the Airport approves a price increase pursuant to this Section and the market factors justifying the increase shift so that the increase is no longer justified, the Airport shall have the right to terminate the price increase and revert to the prices that were in effect immediately prior to the increase. The Company shall notify the Airport in writing if the market factors on which the Airport granted the increase change such that the Airport's reasons for granting the increase no longer apply.

- a. No proposed price increase shall be valid unless accepted by the Airport in writing as evidenced by the City issuing a revised purchase agreement before goods and/or services which are subject to price adjustment are rendered or delivered.

A. Hourly Rates: Provide all job titles and hourly rates that will support this Work.

No.	Job Title	Hourly Rate
1.		
2.		
3.		
4.		
5.		

B. Services Flat Rates: Provide all assigned personnel's estimated hours for each deliverable, hourly rates, and total to perform the outlined services.

No.	Description of Services	Estimated Total Hours	Rate(s)	Total
1.	Recommendations for enhancements to contract procurement policy and procedures, project delivery determination, contract processing, solicitation preparation, contract closeout, contract administration, pricing strategies, contract life cycle management, change orders, etc.			
2.	Evaluation and documentation of current and recommended future state business processes related to procurement project planning, regulatory compliance, management and close out for good, services, technology, and construction.			
3.	Process manual(s) for the assessment, selection, procurement, and implementation of project delivery methods.			
4.	Recommendations and summary of best practices for legal and regulatory compliance with Federal, State, and local laws, regulations, guidance, polices, procedures, grant agreements and assurances.			
5.	Operating procedures, checklists, and procurement templates for effecting the Procure-to-Pay process.			
6.	Presentation of deliverables to CLT Executive Leadership.			
	Total:			

The company agrees to honor the pricing set forth above for the description of the Work as defined herein for the duration of the contract or purchase order term. The below signer is authorized to bind the company to the above pricing and terms and conditions.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**FORM 5**  
**CLT TRAVEL AND EXPENSE REIMBURSEMENT PROTOCOL**

To be reimbursable, costs (also referred to as "expenses") must be actual, allowable, reasonable, allocable to this Work, and must comply with (i) all statements below; and (ii) the guidance contained in 49 CFR §18.36, FAA Order 5100.38 and OMB Circular A-87. There shall be no mark-up on expenses incurred by Company or its subcontractors pursuant to FAA Advisory Circular 150/5100- 14E.

**1. Transportation Expenses.**

- a. Reasonable transportation expenses will be paid based on actual costs. Requests for reimbursement for a transportation expense must include itemized receipts.
- b. Company is expected to use the most economically feasible mode of transportation giving consideration of time constraints, productive hours and distance involved. If Company elects to use a more expensive travel option, Company will only receive reimbursement equivalent to the least expensive option.
- c. The City will not pay additional expenses resulting from arriving earlier or staying later than necessary to conduct official business.
- d. The use of a rental car requires a written business purpose explanation.
- e. Fines for parking violations, moving violations, speeding tickets, etc. are the responsibility of the Company and will not be reimbursed by the City.

**2. Air Travel.**

- a. Company will not be reimbursed for priority airline boarding, US Customs Trusted Traveler Program fees, upgraded airline seats including preferred seating in coach, in-flight movie rental, flight insurance, or other voluntary amenity services.
- b. In lieu of fees for airport parking, transportation to the airport from origination via a transportation network company service, taxi, black car, etc. is reimbursable up to the total of the prevailing CLT Business Valet rates for the business trip.
- c. Per the IRS, mileage to/from the airport is reimbursable only if traveling directly from the office to the airport and requires supporting documentation.

**3. Driving Expenses.** Company may be reimbursed for mileage based on the documented use of a private vehicle for business travel and in consideration of the most economical feasible transportation method; however, as per IRS guidelines, mileage between a residence and an airport is not reimbursable.

**4. Lodging Expenses.**

- a. Lodging expenses will be paid by the City in accordance with the GSA lodging rate for a specific city.
- b. The City will pay lodging for the minimum number of nights required to conduct the assigned business.

- c. Company shall not be reimbursed for in-room movie rentals, laundry fees, fitness room fees, hotel room upgrades, or other voluntary, unspecified hotel amenity charges.

5. **Meals and Incidental Expenses.**

- a. Company will be reimbursed on the GSA per diem basis for meals and incidental expenses incurred specifically during the business portion of travel. GSA per diems for meals and incidental expenses can be found at the GSA website [www.gsa.gov/portal/content/110007](http://www.gsa.gov/portal/content/110007).
- b. Incidental expenses consist of fees and tips for persons who provide services, such as porters and baggage carriers, incurred when traveling overnight.

6. **Miscellaneous Expenses.** Company may be reimbursed for other business-related expenses, including local registration fees, parking fees, etc. Itemized receipts must be submitted with request for reimbursement for any such expenses.

7. **Documentation and Procedure.**

- a. Itemized receipts for the cost of lodging, transportation (airfare, shuttles, light rail, taxis, parking, etc.) and registration fees must be submitted to be reimbursed.
- b. Mileage reimbursement requests must be supported by documentation evidencing actual mileage such as a Google Maps printout.
- c. If upon review of the travel expenses, any expense item requires additional clarification, the Company may be required to submit additional supporting documentation in the discretion of the City. If acceptable supporting documentation is not submitted, the expense item in question may be disapproved.

8. **Payments.** Payments shall be made for fees and reimbursable costs, if applicable, upon submission of an invoice stating the nature and quantity of work performed and accompanied by supporting documentation itemizing labor costs, material costs and reimbursable expenses, including without limitation itemized receipts or other acceptable back-up documentation. Failure to submit full supporting documentation may be cause for invoice rejection or delay in payment.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **PURCHASE ORDER TERMS AND CONDITIONS - SERVICES**

The Terms and Conditions listed below will govern all matters relating to the goods and services provided by you or your company (the "Vendor") to the City of Charlotte (the "City") under this purchase order. Additional terms and conditions stated on the face of this purchase order shall take precedence over any conflicting terms and conditions stated below. Any terms and conditions not stated on the face of this purchase order but incorporated by reference therein shall be binding only if provided or signed by the City and attached hereto. In the event that a binding written contract signed by both the Vendor and the City exists, the terms and conditions of that contract shall supersede any conflicting terms and conditions below or on the face of this purchase order.

1. If Vendor refuses to accept this purchase order exactly as written, Vendor will return it at once with explanation.
2. The City will not be responsible for any goods or services delivered without a purchase order. Vendor will deliver invoices to the City only at the address shown on the face of this purchase order. Vendor will send separate invoices for each purchase order number.
3. No boxing, packing, cartage, or shipping charges will be allowed by City unless specifically authorized on the face of this purchase order.
4. Any cash discount period to City will date from City's receipt of the invoice or from the date of the receipt of goods, whichever is later.
5. Unless "FOB Origin" is stated on the face of this purchase order, the risk of loss of and damage to goods that are the subject of this purchase order remain on Vendor until the goods are (a) delivered to the destination set out in this purchase order and (b) accepted by the City.
6. The City may inspect all products or service deliverables prior to acceptance. Payment does not constitute acceptance. The City's failure to accept or reject products or services shall not relieve Vendor from liability for products or services that are defective or do not meet specifications. Rejected products shall be returned to Vendor at Vendor's risk and expense.
7. Vendor warrants that the products and services furnished pursuant to this purchase order shall: (a) comply with all federal, state, and local laws applicable thereto; (b) satisfy all requirements set forth on the face of this purchase order and any applicable documentation incorporated herein; (c) meet industry standards and be suitable for the purpose intended; (d) be of merchantable quality; and (e) be free from defects in title, labor, material, or fabrication.
8. The City may terminate this purchase order for convenience at any time by providing ten (10) days' written notice to Vendor. The City may terminate this purchase order or any part thereof effective immediately upon the giving of written notice of termination for cause if Vendor violates or fails to deliver or perform any covenant, provision, obligation, term, or condition contained in this purchase order, or if the City determines that Vendor will not be able to deliver or perform due to insolvency or other reason.



9. Vendor will defend, indemnify, and save the City harmless from any and all loss, damages, costs, fees, and expenses incurred on account of any and all claims, suits, or judgments alleging that any product or service provided under this purchase order violates any patent, copyright, trade secret, trade name, or any other intellectual property right of any nature.
10. If any product provided hereunder is alleged to be defective in any respect whatsoever, Vendor will defend, indemnify and save City harmless from all loss, damages, costs, fees, and expenses incurred by reason of such allegation or defect, including without limitation all liability arising from any accidents, injuries, or damages to persons or property that may result in whole or in part from such product.
11. If Vendor performs services or constructs, erects, inspects, or delivers hereunder, Vendor will indemnify and save harmless the City from all loss, damages, costs, fees, or expenses incurred in connection with any accidents, injuries, or damages to persons or property that are alleged to have resulted in whole or in part from the performance thereof.
12. Vendor agrees not to release any advertising or other materials using the City's trademark, quoting the opinion of any City employee or implying in any way that the City endorses Vendor or its products or services.
13. Vendor represents and warrants that no federal or state statute or regulation or municipal ordinance has been or will be violated in the manufacture, sale, or delivery of any product or service sold and delivered hereunder and if such violation is alleged, Vendor will indemnify and save the City harmless from all loss, penalties, fees, costs, and expenses resulting in whole or in part from such violation or allegation.
14. E-Verify Requirements: Vendor shall comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes and shall require each of its subcontractors to do so as well.
15. Except as required by law, any information or data of the City or its suppliers or subcontractors that Vendor receives access to in connection with this purchase order shall be kept as confidential proprietary information of the City and not divulged or made available to any individual or organization without City's prior written approval. Such information or data will be the sole property of the City and not Vendor. Access to "Restricted Data" (as defined by the City's Restricted Data Policy) is subject to execution of a confidentiality agreement by Vendor.
16. All intellectual property, including, but not limited to, patentable inventions, patentable plans, copyrightable works, trademarks, service marks, and trade secrets invented, developed, created, or discovered in performance of this purchase order shall be the property of the City.
17. Vendor agrees to comply with the Non-Discrimination Policy set forth in Chapter 2, Article V of the Charlotte City Code, which is available for review at <http://library.municode.com/index.aspx?clientId=19970> and incorporated herein by reference. Vendor consents to be bound by the award of any arbitration conducted thereunder.
18. Vendor agrees to provide Payment Affidavits as required by Part D, Section 9 of the Charlotte Business Inclusion Policy, which is available at

<http://charmeck.org/city/charlotte/CharlotteBusinessInclusion/Pages/default.aspx> and incorporated herein by reference.

19. Vendor shall pay all sales or use taxes that are or become due in connection with any products or services provided hereunder and shall indemnify and save harmless the City from any damages, costs, fees, expenses, or penalties on account of such taxes. Vendor may charge the City only for those taxes that are applicable to the goods and/or services being provided under this purchase order.

20. Vendor shall secure, before delivery of any goods or services hereunder, Commercial General Liability insurance in an amount not less than \$1,000,000 bodily injury each occurrence/aggregate and \$1,000,000 property damage each occurrence/aggregate, or \$1,000,000 bodily injury and property damage combined single limits each occurrence/aggregate, with the City listed as additional insured. Vendor shall produce an insurance certificate evidencing such coverage upon request by the City.

21. In addition to the insurance required in the preceding paragraph, if Vendor performs services hereunder, Vendor shall secure, before delivery of such services (1) Workers' Compensation Insurance meeting State of North Carolina statutory requirements with \$100,000 per accident limit, \$500,000 disease per policy limit, \$100,000 disease each employee limit, providing coverage for employees and owners; and (2) Commercial Automobile Liability Insurance with limits of no less than \$1,000,000 bodily injury each person, each accident and \$1,000,000 property damage, or \$1,000,000 combined single limit each occurrence/aggregate, with the City listed as additional insured, provided that if Vendor will operate a vehicle on the Charlotte Douglas International Airport airfield, coverage limits for Commercial Automobile Liability Insurance shall be raised to \$5,000,000 for each of the above categories. Evidence of commercial automobile coverage is necessary only if vehicles are used in the provision of services under this purchase order. Vendor shall produce an insurance certificate evidencing such coverage upon request by the City.

22. The City may at any time insist upon strict compliance with these Terms and Conditions notwithstanding any previous custom, practice, or course of dealing.

23. The Terms and Conditions as stated in this purchase order govern in event of conflict with any terms of Vendor's proposal and are not subject to change by reason of any written or verbal statements by Vendor or by any terms stated in Vendor's acknowledgment unless accepted in writing by the City.

24. This purchase order is governed by North Carolina law. Any legal actions arising from this purchase order shall be brought in Mecklenburg County, North Carolina.

25. Iran Divestment Act. Vendor certifies that: (a) it is not identified on the Final Divestment List or any other list of prohibited investments created by the NC State Treasurer pursuant to N.C.G.S. 143-6A-4; (b) it will not take any action causing it to appear on any such list during the term of this Contract; and (c) it will not utilize any subcontractor that is identified on any such list to provide goods or services hereunder.

# **SAMPLE CONTRACT**

**STATE OF NORTH CAROLINA  
COUNTY OF MECKLENBURG**

**CONTRACT NO. \_\_\_\_\_**

**CONTRACT TO PROVIDE:  
CONTRACT MANAGEMENT  
CONSULTING SERVICES**

This Contract (the "Contract") to Provide Contract Management Consulting Services is entered into as of this [insert date] (the "Effective Date"), by and between [insert vendor legal name], a [insert business type i.e. corporation] registered under the laws of the State of [Insert state] and doing business in North Carolina (the "Company"), and the City of Charlotte, a municipal corporation of the State of North Carolina (the "City").

### **Statement of Background and Intent**

- A. The City is the owner and operator of the Charlotte Douglas International Airport ("Airport");
- B. The City issued a solicitation dated February 7, 2024 requesting submissions from qualified firms to provide the City with Contract Management Consulting Services hereafter referred to as the "Work".
- C. The Company submitted a response to the solicitation on February 28, 2024.
- D. The Company wishes to provide the Work to the City in accordance with the terms and conditions set forth herein.

**NOW, THEREFORE**, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, and in further consideration of the covenants and conditions contained in this Contract, the parties agree as follows:

### **AGREEMENT**

1. **INCORPORATION OF EXHIBITS.** The following Exhibits are attached to the Contract and incorporated into and made a part of this Contract by reference:

Exhibit A: Specifications

Exhibit B: Proposal

Exhibit C: Invoicing Requirements

Exhibit E: Travel and Expense Reimbursement Protocol

Any conflict between language in Exhibits and the Contract shall be resolved in favor of the main body of this Contract. To the extent of any conflict between the language of two or more Exhibits, language in a particular Exhibit will take priority over language in an Exhibit listed lower in the list above.

2. **TERM.** The term of the Contract will be for one year from the Effective Date. The Contract may be extended only by a written amendment to the Contract signed by both parties.

**[Choose the first option for hourly rates, time and material, or other cost uncertain or unrestricted contract or the second option for lump sum, no expected changes in cost]**

3. **COMPENSATION.** The Company shall provide the Work in accordance with the Specifications set forth in **Exhibit A** to this Contract. The City shall pay the Company for the Work delivered in compliance with the Specifications and at the prices set forth in **Exhibit B**. This amount constitutes the maximum fees and charges payable to the Company in the aggregate under this Contract and will not be increased except by a written amendment duly executed by both parties. The Company shall not be entitled to charge the City any prices, fees or other amounts that are not listed in **Exhibit B**. The estimated initial value of this Contract is **[Insert Amount (\$XXXX)]**.

**COMPENSATION.** The Company shall provide the Work in accordance with the Specifications set forth in **Exhibit A** to this Contract. The City shall pay the Company for the Work delivered in compliance with the Specifications and at the prices set forth in **Exhibit B**. The maximum payable under this Contract shall not exceed **[Insert Amount (\$XXXX)]**. This amount constitutes the maximum fees and charges payable to the Company in the aggregate under this Contract and will not be increased except by a written amendment duly executed by both parties. The Company shall not be entitled to charge the City any prices, fees or other amounts that are not listed in **Exhibit B**.

4. **REIMBURSABLE EXPENSES.** To be reimbursable, costs (also referred to as "expenses") must be actual, allowable, reasonable, allocable to this Contract, and must comply with the (i) the Travel and Expense Reimbursements Protocol, which is attached hereto as **Exhibit E** and incorporated herein by reference; and (ii) the guidance contained in 49 CFR §18.36, FAA Order 5100.38 and OMB Circular A-87. There shall be no mark-up on expenses incurred by Company or its subcontractors pursuant to FAA Advisory Circular 150/5100- 14E.
5. **BILLING.** Each invoice sent by the Company shall reference the appropriate contract number, purchase order (PO) number and PO line number for each item on the invoice. The City prefers *not* to receive invoices for goods and services paid for via a purchase card (P Card). When presenting an invoice that has been paid via a P Card, indicate the total dollar amount due as "\$0.00".

All invoices must include all reports, information and data required by this Contract (including the Exhibits) necessary to entitle the Company to the requested payment. Invoices shall be provided by the Company to the City at the frequency set forth in **Exhibit A** or where the exhibit is silent, invoices should be submitted monthly. However, at no time should invoices be submitted for what that has yet to be completed. The Company shall send one (1) copy

only of each invoice to: [cocap@charlottenc.gov](mailto:cocap@charlottenc.gov) with copy to the City's Project Manager.

The City is not tax exempt from sales tax. The Company shall include all applicable State and County sales taxes on the invoice and not combined with the cost of the services.

Payment of invoices shall be due within thirty (30) days after the City has received all of the following: (a) an accurate, properly submitted invoice, (b) all reports due for the month covered by the invoice; and (c) any other information reasonably requested by the City to verify the charges contained in the invoice. Detailed billing information is set forth in the Invoice Requirements, attached hereto as **Exhibit C**.

6. **GENERAL WARRANTIES.** Company represents and warrants that:

- 6.1. It is a legal entity, validly existing and in good standing under the laws of the State or Country where it is registered, and is qualified to do business in North Carolina;
- 6.2. It has all the requisite corporate power and authority to execute, deliver and perform its obligations under this Contract;
- 6.3. The execution, delivery, and performance of this Contract have been duly authorized by Company;
- 6.4. No approval, authorization or consent of any governmental or regulatory authority is required to be obtained or made by it in order for it to enter into and perform its obligations under this Contract;
- 6.5. In connection with its obligations under this Contract, it, and any of its subcontractors, shall comply with all applicable federal, state and local laws and regulations and shall obtain and provide to the City all applicable permits and licenses within ten (10) days of the Company receiving notice of award and within twenty-four (24) hours of demand at any time during the term; and
- 6.6. The Company shall not violate any agreement with any third party by entering into or performing this Contract.
- 6.7. The Company has sufficient expertise and resources to perform under this Contract.
- 6.8. The Work shall comply with all requirements set forth in this Contract, including but not limited to the attached Exhibits;
- 6.9. The Company guarantees the materials and workmanship on all materials and services provided under the Contract and that it will fix any defects at its own expense that are discovered during the guarantee period at the time designated by and to the satisfaction of the Airport;
- 6.10. All work performed by the Company and/or its subcontractors pursuant to this Contract shall meet industry accepted standards, and shall be performed in a professional and workmanlike manner by staff with the necessary skills, experience and knowledge; and
- 6.11. The Work provided by the Company under this Contract will not infringe or misappropriate any patent, copyright, trademark or trade secret rights of any third

party.

7. **INDEMNIFICATION.** The Company shall indemnify, defend and hold harmless the City and the City's officers, agents and employees from and against any and all claims, losses, damages, obligations, liabilities and expenses, including but not limited to attorneys' fees, arising out of or resulting from Company's performance, or allegations thereof, under this Contract, except to the extent that the claims, losses, damages, obligations, liabilities and expenses are caused by the negligence of the City, or the City's officers, agents and employees. Such liabilities shall include those arising from a violation of any federal, state or local law, regulation or ordinance by the Company or any of its subcontractors. Company shall purchase insurance, as described in Section 8 of the Contract, which shall include coverage for the contractual liability described herein. In any case in which Company provides a defense to the City pursuant to this indemnity, the defense will be provided by attorneys reasonably acceptable to the City. This provision shall survive the expiration or early termination of the Contract.
8. **INSURANCE.** The Company shall provide and maintain at its expense during the term of this Contract the following program(s) of insurance covering its operations. Such insurance shall be provided by insurer(s) satisfactory to the City as approved by the City's Risk Management Division and evidence of such programs satisfactory to the City shall be delivered to the City on or before the effective date of this Contract. Such evidence shall specifically identify this Contract and shall contain the express condition that the **City is to be given written notice within ten (10) days of any modification or termination of any program of insurance.**
  - 8.1. Automobile Liability. Evidence of current automobile insurance (attach copy of automobile Policy declarations Page(s) in the case of Personal Auto) which show the vehicle and coverage amounts as the appropriate one of the following:
    - 8.1.1. If the Company owns or leases commercial vehicles to provide goods or perform a service under this Contract, Automobile Liability must be provided at a limit of not less than \$1,000,000 per accident, combined single limit, each occurrence, for bodily injury and property damage liability covering all owned, non-owned, and hired vehicles.
    - 8.1.2. If the Company does not own or lease any vehicles, but has employees using their vehicles to perform a service under this Contract, Company must provide Hired/non-owned Automobile Liability coverage at a limit of not less than \$1,000,000 per occurrence aggregate.
    - 8.1.3. If the Company does not own or lease any commercial vehicles to perform services under this Contract, and has no employees using their vehicles to perform services under this Contract, but uses his or her own personal vehicle to perform services under this Contract, Personal Automobile Liability may be provided at limits of not less than \$100,000 each person, \$300,000 each accident and property damage liability of \$50,000.
    - 8.1.4. If the Company is trucking fuel, the Automobile Liability coverage shall be

broadened to include pollution coverage on covered autos, and a copy of endorsement CA 99 48 shall be provided to the City. Company must also supply the City with evidence of motor carrier endorsement MCS-90 as required by the Federal Motor Carrier Safety Administration's Motor Carrier Act.

8.1.5. However, if the Company has access to the Aircraft Operation Area (AOA), all automobile liability insurance limits shall increase to \$5,000,000.00 per accident, combined single limit, each occurrence.

8.2. Commercial General Liability. Insurance with a limit not less than \$1,000,000 [**\$5,000,000 (inside the fence)**] per occurrence/aggregate including coverage for bodily injury, property damage, products and completed operations, personal/advertising injury liability and contractual liability.

8.3. Worker's Compensation and Employers Liability. Insurance meeting the statutory requirements of the State of North Carolina and any applicable Federal laws; and, Employers' Liability - \$100,000 per accident limit, \$500,000 disease per policy limit, \$100,000 disease each employee limit. **If the Company does not employ more than 2 full time employees, Company must attest this fact on company letterhead and include such letter in this Contract.**

## 9. OTHER INSURANCE REQUIREMENTS.

9.1. "City of Charlotte, 600 East Fourth St. Charlotte, NC 28202" shall be named as an additional insured under the commercial general liability insurance for operations or services rendered under this Contract.

9.2. The Company shall not commence any work in connection with this Contract until it has obtained all of the types of insurance set forth in this section and furnished the City with proof of insurance coverage by certificates of insurance accompanying the Contract.

9.3. The Company shall not allow any subcontractor to commence work until all such subcontractors have obtained the same insurance coverages as described above.

9.4. All insurance policies shall be written by insurers qualified to do business in the State of North Carolina. If any of the coverage conditions are met by a program of self-insurance, the Company must submit evidence of the right to self-insure as provided by the State of North Carolina.

9.5. The Company insurance shall be primary of any self-funding and/or insurance otherwise carried by the City for all loss or damages arising from the Company's operations under this Contract. The Company and each of its subcontractors shall and does waive all rights of subrogation against the City and each of the Indemnitees.

9.6. The City shall be exempt from, and in no way liable for any sums of money that may represent a deductible or self-insured retention in any insurance policy. The payment of the deductible/retention shall be the sole responsibility of the Company and/or subcontractor.

**10. TERMINATION.**

- 10.1. TERMINATION WITHOUT CAUSE. The City may terminate this Contract at any time without cause by giving thirty (30) days written notice to the Company.
- 10.2. TERMINATION FOR DEFAULT BY EITHER PARTY. By giving written notice to the other party, either party may terminate this Contract upon the occurrence of one or more of the following events:
  - 10.2.1. The other party violates or fails to perform any covenant, provision, obligation, term or condition contained in this Contract, provided that, unless otherwise stated in this Contract, such failure or violation shall not be cause for termination if both of the following conditions are satisfied: (i) such default is reasonably susceptible to cure; and (ii) the other party cures such default within thirty (30) days of receipt of written notice of default from the non-defaulting party; or
  - 10.2.2. The other party attempts to assign, terminate or cancel this Contract contrary to the terms hereof; or
  - 10.2.3. The other party ceases to do business as a going concern, makes an assignment for the benefit of creditors, admits in writing its inability to pay debts as they become due, files a petition in bankruptcy or has an involuntary bankruptcy petition filed against it (except in connection with a reorganization under which the business of such party is continued and performance of all its obligations under this Contract shall continue), or if a receiver, trustee or liquidator is appointed for it or any substantial part of other party's assets or properties.
  - 10.2.4. Any notice of default pursuant to this Section shall identify and state the party's intent to terminate this Contract if the default is not cured within the specified period.
- 10.3. ADDITIONAL GROUNDS FOR DEFAULT TERMINATION BY THE CITY. By giving written notice to the Company, the City may also terminate the Contract upon the occurrence of one or more of the following events (which shall each constitute grounds for termination without a cure period and without the occurrence of any of the other events of default previously listed):
  - 10.3.1. The Company makes or allows to be made any material written misrepresentation or provides any materially misleading written information in connection with the solicitation, or any covenant, agreement, obligation, term or condition contained in this Contract; or
  - 10.3.2. The Company takes or fails to take any action which constitutes grounds for immediate termination under the terms of this Contract, including but not limited to failure to obtain or maintain the insurance policies and endorsements or failure to provide the proof of insurance as required by this Contract.



- 10.3.3. The Company fails to meet delivery times or the Work does not comply with the terms of this Contract as set forth in **Exhibit A**.
- 10.4. TERMINATION CONVERSION. If the Contract is terminated by the City for cause but it is later conclusively determined that the Company has not in fact defaulted, the termination shall be deemed to have been effected for the convenience of the City and the Company shall be paid through the date of the termination.
- 10.5. NO EFFECT ON TAXES, FEES, CHARGES, OR REPORTS. Any termination of the Contract shall not relieve the Company of the obligation to pay any fees, taxes or other charges then due to the City, nor relieve the Company of the obligation to file any daily, monthly, quarterly or annual reports covering the period to termination nor relieve the Company from any claim for damages previously accrued or then accruing against the Company.
- 10.6. OBLIGATIONS UPON EXPIRATION OR TERMINATION. In the event this Contract is terminated by the City for any reason prior to the end of the term, the Company shall upon termination immediately discontinue all services in connection with this Contract and promptly cancel all existing orders and subcontracts, which are chargeable to this Contract. As soon as practicable after receipt of notice of termination, the Company shall submit a statement to the City showing in detail the Work performed under this Contract to the date of termination.
- 10.7. NO SUSPENSION. In the event that the City disputes in good faith an allegation of default by the Company, notwithstanding anything to the contrary in this Contract, the Company agrees that it will not terminate this Contract or suspend or limit the delivery of the Work or any warranties or repossess, disable or render unusable any Software supplied by the Company, unless (i) the parties agree in writing, or (ii) an order of a court of competent jurisdiction determines otherwise.
- 10.8. AUTHORITY TO TERMINATE. The Aviation Director or his designee is authorized to terminate this Contract on behalf of the City.
11. **TRANSITION SERVICES UPON TERMINATION**. Upon termination or expiration of this Contract, the Company shall cooperate with the City to assist with the orderly transfer of the Work, functions and operations provided by the Company hereunder to another provider or to the City as determined by the City in its sole discretion.
12. **REMEDIES**.
- 12.1. Right to Cover. If the Company fails to meet any completion date or resolution time set forth in this Contract (including all Exhibits), the City may take any of the following actions with or without termination this Contract, and in addition to and without limiting any other remedies it may have:
- 12.1.1. Employ such means as it may deem advisable and appropriate to perform itself or obtain the Work from a third party until the matter is resolved and the Company is again able to resume performance under this Contract; and
- 12.1.2. Deduct any and all expenses incurred by the City in obtaining or performing

the Work from any money then due or to become due to the Company and, should the City's cost of obtaining or performing the Work exceed the amount due the Company, collect the amount due the City from the Company.

- 12.2. Right to Withhold Payment. If the Company breaches any provision of this Contract, the City shall have the right to withhold all payments due to the Company until such breach has been fully cured.
  - 12.3. Setoff. Each party shall be entitled to setoff and may deduct from any amounts owed to the other party under this Contract all damages and expenses incurred as a result of the other party's breach of this Contract.
  - 12.4. Other Remedies. Upon breach of this Contract, each party may seek all legal and equitable remedies to which it is entitled. The remedies set forth herein shall be deemed cumulative and not exclusive and may be exercised successively or concurrently, in addition to any other available remedy. However, under no circumstances shall the Airport be liable to the Company for damages arising from delay, whether caused by the Airport or not.
13. **RELATIONSHIP OF THE PARTIES.** The relationship of the parties established by this Contract is solely that of independent contractors, and nothing contained in this Contract shall be construed to (i) give any party the power to direct or control the day-to-day activities of the other; (ii) constitute such parties as partners, joint ventures, co-owners or otherwise as participants in a joint or common undertaking; (iii) make either party an agent of the other for any purpose whatsoever, or (iv) give either party the authority to act for, bind, or otherwise create or assume any obligation on behalf of the other. Nothing herein shall be deemed to eliminate any fiduciary duty on the part of the Company to the City that may arise under law or under the terms of this Contract.
  14. **AUDIT.** During the term of this Contract and for a period of three (3) years after termination of this Contract, the City shall have the right to audit, either itself or through an independent auditor, all books and records and facilities of the Company necessary to evaluate the Company's compliance with the terms and conditions of the Contract or the City's payment obligations. The City shall pay its own expenses, related to such audits, but shall not have to pay any expenses or additional costs of the Company. However, if non-compliance is found that would have cost the City in excess of \$5,000 but for the audit, then the Company shall be required to reimburse the City for the cost of the audit.
  15. **RECORDS.** The Company shall be responsible for keeping a record that accurately states the number of hours worked or quantity of goods provided by the Company in the process of providing the Work under the terms of the Contract. The City shall have the right to audit the Company's invoices, expense reports and other documents relating to the Work performed under the Contract, and shall not be required to pay for Work which did not occur or which occurred in breach of the Contract. The Company shall make such documents available for inspection and copying by the City in Charlotte, North Carolina between the hours of 9:00 a.m. and 5:00 p.m., Monday through Friday, whenever requested

by the City.

16. **INSPECTION.** The Airport reserves the right to inspect the equipment, plant or other facilities of the Company to confirm that such conform with the requirements set forth in **Exhibit A** and are adequate and suitable for proper and effective performance of this Contract. Such inspections shall be conducted during normal business hours and upon at least three (3) days' notice to the Company.
17. **ACCEPTANCE OF THE WORK.** The Work delivered under this Contract shall remain the property of the Company until the Airport physically inspects, actually uses and accepts the Work.
18. **COMPANY PROJECT MANAGER.** Where the Contract requires the Company to provide a Project Manager, their duties shall include, but are not limited to, the following:
  - 18.1. Coordination of Project schedules and the Company's resource assignment based upon the City's requirements and schedule constraints;
  - 18.2. Acting as the Company's point of contact for all aspects of the Contract administration, including invoicing for the Work, and status reporting;
  - 18.3. Facilitation of review meetings and conferences between the City and the Company's executives when scheduled or requested by the City;
  - 18.4. Communications among and between the City and the Company's staff;
  - 18.5. Promptly responding to the City's Project Manager when consulted in writing or by e-mail with respect to the Work deviations and necessary documentation;
  - 18.6. Identifying and providing the City with timely written notice of all issues that may threaten the Company's ability to provide the Work in a manner contemplated by the Contract;
  - 18.7. Ensuring that adequate quality assurance procedures are in place through the duration of the Contract term; and
  - 18.8. Meeting with other companies working on City projects that relate to this effort as necessary to resolve problem and coordinate the provision of the Work.
19. **COMPANY PERSONNEL.** City has the right to require any additional personnel it deems necessary for the Services. The City also has the right to require removal and replacement of any personnel it deems unsatisfactory. The Company shall also assure:
  - 19.1. That its employees, agents and sub-consultants who normally and regularly come in direct contact with the public shall be clearly identifiable by name badges, name tags, or identification cards.
  - 19.2. Where applicable, that its employees, agents and sub-consultants serve the public in a courteous, helpful, and impartial manner. All employees of the Company in both the field and office shall refrain from belligerent behavior and/or profanity. Correction of any such behavior or language shall be the responsibility of the Company.

20. **DUTY OF THE COMPANY TO IDENTIFY AND REQUEST INFORMATION, PERSONNEL AND FACILITIES.** The Company shall identify and request in writing from the City in a timely manner the following:

- 20.1. All information reasonably required by the Company to perform each task comprising the Work;
- 20.2. The City's personnel whose presence or assistance may reasonably be required by the Company to perform each task comprising the Work; and
- 20.3. Any other equipment, facility or resource reasonably required by the Company to perform the Work.

Notwithstanding the foregoing, the Company shall not be entitled to request the City provide information, personnel or facilities other than those which **Exhibit A** specifically requires the City to provide, unless the City can do so at no significant cost. The Company shall not be relieved of any failure to perform under this Contract by virtue of the City's failure to provide any information, personnel, equipment, facilities or resources that is not required under **Exhibit A** or requested in writing. However, where the Company provides written notice and the City fails to provide included information, personnel, facility or resources, the Company shall notify the City in writing immediately in accordance with the notice provision of this Contract. Failure to do so shall constitute a waiver by the Company for any claim or defense it may otherwise have based on the City's failure to provide such information, personnel, facility or resource.

21. **COMPLIANCE WITH SECURITY MEASURES.** Company acknowledges and agrees that:

- 21.1. The City's Aviation Department has offices in the secured area of the Terminal, access to which is subject to security measures imposed by the United States ("Airport Security Program") and enforced by the Transportation Security Administration;
- 21.2. Access to the Aviation Department, to the airfield or other secured area by Company's officers and employees shall be limited to and conditioned upon compliance with the Security Plan as it exists upon the effective date of this Contract, and as may be modified from time to time;
- 21.3. Company's officers and employees who need regular access to the secured areas will have to apply for and qualify for security identification badges ("Security Badges") issued by the Aviation Director;
- 21.4. Company shall company and ensure its employees comply with the Airport's Security Standards and AOA Standards, as amended from time to time, which can be found at [www.cltairport.com/credentialing](http://www.cltairport.com/credentialing); and
- 21.5. Company may also have to comply with additional project specific requirements, which if applicable, will be included in the Specifications or scope of work of this Contract; and
- 21.6. City shall not be liable to Company for any diminution or deprivation of Company's rights hereunder on account of the inability or delay of Company or his officers or employees to obtain a Security Badge, regardless of the reason; and

21.7 Pursuant to the discretion of CLT, the Company may be required designate at least two personnel as "authorized signers." The authorized signers must hold a valid CLT badge and are responsible for all required training and the completion of all required documents and process steps to secure and retain valid CLT badges for the employees and subcontractor employees. The authorized signers may need to conduct these activities at the CLT airport.

22. **NON-DISCRIMINATION.** Vendor agrees to comply with the Non-Discrimination Policy set forth in Chapter 2, Article V of the Charlotte City Code, which is available for review at <http://library.municode.com/index.aspx?clientId=19970> and incorporated herein by reference. Vendor consents to be bound by the award of any arbitration conducted thereunder.

23. **FEDERAL CIVIL RIGHTS REQUIREMENTS.**

23.1. General Civil Rights. In all its activities within the scope of its airport program, the Company agrees to comply with pertinent statutes, Executive Orders and such rules as identified in Title VI List of Pertinent Nondiscrimination Acts and Authorities to ensure that no person shall, on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identify), age, or handicap be excluded from participating in any activity conducted with or benefiting from Federal assistance. This provision is in addition to that required of Title VI of the Civil Rights Act of 1964. The above provision binds the Company from the solicitation period through the completion of the contract. The above provision also obligates the Company for the period during which Federal assistance is extended to the airport through the Airport Improvement Program, except where Federal assistance is to provide, or is in the form of personal property; real property or interest therein; structures or improvements thereon. In these cases the provision obligates the party or any transferee for the longer of the following periods:

23.2. the period during which the property is used by the airport Sponsor or any transferee for a purpose for which Federal assistance is extended, or for another purpose involving the provision of similar services or benefits; or

23.3. the period during which the airport Sponsor or any transferee retains ownership or possession of the property.

23.4. Civil Rights – Title VI Assurances. During the performance of this contract, the Company, for itself, its assignees, and successors in interest (hereinafter referred to as the "Company") agrees as follows:

23.4.1. Compliance with Regulations: The Company (hereinafter includes consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts and Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract. The current version of the Title VI List of Pertinent Nondiscrimination Statutes and Authorities is included in Section 24 below.

- 23.4.2. Non-discrimination: The Company, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The Company will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and the Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21.
- 23.4.3. Solicitations for Subcontracts, Including Procurements of Materials and Equipment: In all solicitations, either by competitive bidding, or negotiation made by the Company for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the Company of the Company's obligations under this contract and the Nondiscrimination Acts and Authorities on the grounds of race, color, or national origin.
- 23.4.4. Information and Reports: The Company will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Sponsor or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination Acts and Authorities and instructions. Where any information required of a Company is in the exclusive possession of another who fails or refuses to furnish the information, the Company will so certify to the Sponsor or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.
- 23.4.5. Sanctions for Noncompliance: In the event of a Company's noncompliance with the non-discrimination provisions of this contract, the Sponsor will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to: (i) Withholding payments to the Company under the contract until the Company complies; and/or (ii) Cancelling, terminating, or suspending a contract, in whole or in part.
- 23.4.6. Incorporation of Provisions: The Company will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The Company will take action with respect to any subcontract or procurement as the Sponsor or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Company becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the Company may

request the Sponsor to enter into any litigation to protect the interests of the Sponsor. In addition, the Company may request the United States to enter into the litigation to protect the interests of the United States.

24. **TITLE VI LIST OF PERTINENT NONDISCRIMINATION AUTHORITIES.** During the performance of this contract, the Company, for itself, its assignees, and successors in interest (hereinafter referred to as the "Company") agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

- 24.1. Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d *et seq.*, 78 stat. 252), (prohibits discrimination on the basis of race, color, national origin);
- 24.2. 49 CFR part 21 (Non-discrimination in Federally-Assisted Programs of the Department of Transportation—Effectuation of Title VI of The Civil Rights Act of 1964);
- 24.3. The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 USC § 4601) (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- 24.4. Section 504 of the Rehabilitation Act of 1973, (29 USC § 794 *et seq.*), as amended (prohibits discrimination on the basis of disability); and 49 CFR part 27 (Nondiscrimination on the Basis of Disability in Programs or Activities Receiving Federal Financial Assistance);
- 24.5. The Age Discrimination Act of 1975, as amended, (42 USC § 6101 *et seq.*) (prohibits discrimination on the basis of age);
- 24.6. Airport and Airway Improvement Act of 1982, (49 USC § 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- 24.7. The Civil Rights Restoration Act of 1987 (PL 100-259) (broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- 24.8. Titles II and III of the Americans with Disabilities Act of 1990 (42 USC §12101, *et seq.*) (prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodations, and certain testing entities) as implemented by U.S. Department of Transportation regulations at 49 CFR parts 37 and 38;
- 24.9. The Federal Aviation Administration's Non-discrimination statute (49 USC § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- 24.10. Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations (ensures nondiscrimination against

minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations);

- 24.11. Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs [70 Fed. Reg. at 74087 (2005)];
- 24.12. Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 U.S.C. §1681 *et seq.*).
25. **COMPANY WILL NOT SELL or DISCLOSE DATA.** The Company will treat as confidential information all data provided by the City in connection with this Contract. City data processed by the Company shall remain the exclusive property of the City. The Company will not reproduce, copy, duplicate, disclose, or in any way treat the data supplied by the City in any manner except that contemplated by this Contract.
26. **WORK ON CITY'S PREMISES.** The Company will ensure that its employees and agents shall, whenever on the City's premises, obey all instructions and directions issued by the City's Project Manager with respect to work on the City's premises. The Company agrees that its personnel and the personnel of its subcontractors will comply with all rules, regulations and security procedures of the City when on the city's premises. Further, the Company shall be responsible for any damage to or loss of the City's equipment or facilities arising out of the negligent or willful act or omission of the Company or its subcontractor.
27. **NO LIENS.** All products provided under this Contract shall be delivered and remain free and clear of all liens and encumbrances.
28. **BACKGROUND CHECKS.** Prior to starting work under this Contract, the Company is required to conduct a background check on each Company employee assigned to work under the Contract, and shall require its subcontractors (if any) to perform a background check on each of their employees assigned to work under the Contract (collectively, the "Background Checks"). Each Background Check must include: (a) the person's criminal conviction record from the states and counties where the person lives or has lived in the past seven years; and (b) a reference check.
  - 28.1. The Company must follow all State and Federal laws when conducting Background Checks, including but not limited to the Fair Credit Reporting Act requirements, and shall require its subcontractors to do the same.
  - 28.2. The Company shall notify the City of any information discovered in the Background Checks that may be of potential concern for any reason.
  - 28.3. The City may conduct its own background checks on principals of the Company as the City deems appropriate. By operation of the public records law, background-checks conducted by the City are subject to public review upon request.



29. **CHARLOTTE DIVERSITY AND INCLUSION PLAN.** The City is committed to diversity and inclusion and complies with two different programs, the Charlotte Business INclusion (“CBI”) Program and the Disadvantaged Business Enterprise (“DBE”) Program, depending on the funding source associated with the Work. The terms and conditions of the applicable program are attached hereto in **Exhibit B**.

30. **NOTICES.** Any notice, consent or other communication required or contemplated by this Contract shall be in writing, and shall be delivered in person, by U.S. mail, by overnight courier, by electronic mail or by telefax to the intended recipient at the address set forth below. Notice shall be effective upon the date of receipt by the intended recipient; provided that any notice which is sent by telefax or electronic mail shall also be simultaneously sent by mail deposited with the U.S. Postal Service or by overnight courier. Each party may change its address for notification purposes by giving the other party written notice of the new address and the date upon which it shall become effective.

Communications that relate to any breach, default, termination, delay in performance, prevention of performance, modification, extension, amendment, or waiver of any provision of this Contract shall be sent to:

<b>For The Company:</b>	<b>For The City:</b>
	Charlotte Douglas International Airport
	Attn:
	5601 Wilkinson Boulevard
	Charlotte, NC 28208
	Phone: 704-
	Fax:
	E-mail:
<b>With Copy To:</b>	<b>With Copy To:</b>
	Charlotte Douglas International Airport
	Attn:
	5601 Wilkinson Boulevard
	Charlotte, NC 28208
	Phone:
	Fax:704-3
	E-mail:

All other notices shall be sent to the other party’s Project Manager at the most recent address provided in writing by the other party.

31. **MISCELLANEOUS.**

31.1. Non-Exclusivity. The Company acknowledges that it is one of several providers of the Work to the City and the City is not obligated to contract with the Company for any particular project.

- 31.2. Time is of the Essence. Time is of the essence in having the Company perform all Work and deliver all items within the time frames provided by this Contract and **Exhibit A**, including all completion dates, response times and resolution time. Except as specifically stated in the Contract, there shall be no extensions of the stated time frames. All references to days in this Contract (including the Exhibits) shall refer to calendar days rather than business days, unless the Contract provides otherwise for a specific situation.
- 31.3. Entire Contract. This Contract including all Exhibits constitutes the entire agreement between the parties with respect to the subject matter herein. There are no other representations, understandings, or agreements between the parties with respect to such subject matter. This Contract supersedes all prior agreements, negotiations, representations and Bid, written or oral.
- 31.4. Amendment. No amendment or change to the Contract shall be valid unless in writing and signed by both parties to the Contract.
- 31.5. Assignment, Transfer and Subcontracting. No part of this Contract shall be assigned, transferred or subcontracted by the Company, absent prior written approval by the City, which shall not be unreasonably withheld.
- 31.6. Service Changes and Change Orders. In the event changes to the Work (collectively "Change"), become necessary or desirable to the parties, the parties shall follow the procedures set forth in this Section. A Change shall be effective only when documented by a written amendment to this Contract executed by both parties. The amendment shall set forth in detail (i) the Change requested, including all modifications of the duties of the parties; (ii) the reason for the proposed Change; and (iii) a detailed analysis of the impact of the Change on the results of the Work including the impact on all delivery dates and any associated price.

In the event either party desires a Change, the Project Manager for such party shall submit to the other party's Project Manager a written request for the Change. If the receiving party does not accept the Change within ten (10) days, the receiving party shall be deemed to have rejected the Change request. If the parties cannot reach an agreement on a proposed Change, the Company shall nevertheless continue to render performance under this Contract in accordance with its (unchanged) terms and conditions.

Changes that involve or increase the amounts payable by the City require execution by the Aviation Director or a designee depending on the amount. Some increases may require execution by the City Manager or a designee or approval by Charlotte City Council.

- 31.7. Governing Law and Jurisdiction. North Carolina law shall govern the interpretation and enforcement of this Contract, and any other matters relating to this Contract (all without regard to North Carolina conflicts of law principles). All legal actions or other proceedings relating to this Contract shall be brought in a state or federal court sitting in Mecklenburg County, North Carolina. By execution of this Contract,

the parties submit to the jurisdiction of said courts and hereby irrevocably waive any and all objections which they may have with respect to venue in any court sitting in Mecklenburg County, North Carolina.

- 31.8. Binding Nature and Assignment. This Contract shall bind the parties and their successors and permitted assigns. Neither party may assign this Contract without the prior written consent of the other. Any assignment attempted without the written consent of the other party shall be void. For purposes of this Section, a Change in Control, as defined in Section 27.13 constitute an assignment.
- 31.9. Survival of Provisions. Those Sections of the Contract and the Exhibits which by their nature would reasonably be expected to continue after the termination or natural expiration of the Contract shall survive the termination or natural expiration of the Contract, including but not limited to all definitions and Sections 6.9, 6.10, 7, 10.5, 12, 14, 15 and 27.6.
- 31.10. Severability. The invalidity of one or more of the phrases, sentences, clauses or sections contained in this Contract shall not affect the validity of the remaining portion of this Contract so long as the material purposes of this Contract can be determined and effectuated. If any provision of this Contract is held to be unenforceable, then both parties shall be relieved of all obligations arising under such provision, but only to the extent that such provision is unenforceable, and this Contract shall be deemed amended by modifying such provision to the extent necessary to make it enforceable while preserving its intent.
- 31.11. No Manufacturer or Dealer Advertisement. No manufacture or dealer shall advertise on goods delivered to the Airport without prior approval by the Aviation Director, or his designee.
- 31.12. Waiver. No delay or omission by either party to exercise any right or power it has under this Contract shall impair or be construed as a waiver of such right or power. A waiver by either party of any covenant or breach of this Contract shall not constitute or operate as a waiver of any succeeding breach of that covenant or of any other covenant. No waiver of any provision of this Contract shall be effective unless in writing and signed by the party waiving the rights.
- 31.13. Change in Control. In the event of a change in "Control" of the Company (as defined below), the City shall have the option of terminating this Contract by written notice to the Company. The Company shall notify the City within ten days of the occurrence of a change in control. As used in this Contract the term "Control" shall mean the possession, direct or indirect, of either (i) the ownership of or ability to direct the voting of, as the case may be fifty-one percent (51%) or more of the equity interests, value or voting power in the Company or (ii) the power to direct or cause the direction of the management and policies of the Company whether through the ownership of voting securities, by contract or otherwise.
- 31.14. Force Majeure. Neither party hereto shall be liable to the other for any failure, delay or interpretation in the performance of any of the terms, covenants, or conditions of

- this Contract due to causes beyond the control of that party including, but not limited to, court order, shortages of materials, acts of God, act of the public enemy, acts of superior governmental authority, weather conditions, floods, riots, rebellion, sabotage or other circumstances for which such party is not responsible, which the party cannot reasonably circumvent or which are not in its power to control, for as long as such cause continues. This Section does not include strikes, slow-downs, walkouts, lockouts and individual disputes.
- 31.15. No Limitations on Disclosure. The Company agrees that the Airport shall be able to disclose and distribute to any persons or entities, without restrictions, all Work and samples provided under this Contract or the ITB. The Company specifically agrees that the Airport can and will provide samples of the Work provided under this Contract to the Company's competitors in any future procurement process.
- 31.16. No Bribery. The Company certifies that neither it, any of its affiliates or subcontractors, nor any employees of any of the forgoing has bribed or attempted to bribe an officer or employee of the City in connection with this Contract.
- 31.17. Familiarity and Compliance with Laws and Ordinances. The Company agrees to make itself aware of and comply with all local, state and federal ordinances, statutes, laws, rules and regulations applicable to the Work. The Company further agrees that it will at all times during the term of this Contract be in compliance with all applicable federal, state and/or local laws regarding employment practices. Such laws will include, but shall not be limited to workers' compensation, the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA) and all OSHA regulations applicable to the work.
- 31.18. Taxes. The Company shall pay all applicable federal, state and local taxes which may be chargeable against the performance of the Work.
- 31.19. Prompt Payment. Provided that there has been no delay or default by city in making necessary funds available to it, Company shall make prompt and timely payment of all its obligations arising out of this Contract. Company shall pay out of its own funds any penalty, fine or like assessment resulting from any intentional or grossly negligent late payment of any obligation related to this Contract. City shall have the right to contact Company's vendors to verify compliance with this provision.
- 31.20. Ownership of Work Product. The City shall own title to and all intellectual property rights in and to all documents, reports, specifications, designs, developments, computations, and other materials prepared, obtained or delivered under the terms of this Contract (collectively the "Deliverables"). The City may use, transfer, copy and distribute the Deliverables without restriction or limitation. The City accepts responsibility for any changes made by the City to these Deliverables after final submittal by the Company. The City acknowledges and agrees that the Company may retain one copy of each Deliverable and use the Deliverable solely for its internal general reference. Any modification of the Deliverables by the City without the involvement of the Company shall be at the sole risk of the City. The Company shall

cooperate with and provide reasonable assistance to the City as necessary to obtain or enforce any patents, copyrights or other proprietary rights in the Deliverables and to execute all Deliverables necessary to give the City full legal ownership of such Deliverables. The Company shall also take all necessary actions to ensure that all employees and approved subcontractors engaged by the Company in connection with the Contract are bound by the terms of this Section. The Company shall, as required for the performance under this Contract and otherwise upon the request of the City or upon expiration or termination of this Contract, deliver to the City all Deliverables. Company acknowledges that all information included in the material provided under this Contract is public record except for information that falls under one or more of the statutory exceptions set forth in Chapter 132 and 66-152 *et seq.* of the North Carolina General Statutes. Company may only designate information confidential that it, in good faith, considers a trade secret or confidential under North Carolina public records and trade secret law. However, CLT reserves the right to review and make any final determination on if any material submitted is in fact protected by an exception to North Carolina's public record law. Company agrees that the City may reveal any trade secrets or confidential information to City staff, consultants or third parties assisting with this Contract. Where information is marked Trade Secret or confidential, Company agrees as a separate indemnity, to indemnify, defend and hold harmless the City and each of its officers, employees and agents from all costs, damages and expenses incurred in connection with the City choosing to withhold any material based on Company's designation of said material as a trade secret or confidential.

- 31.21. Approvals. All approvals or consents required under this Contract must be in writing.  
[Include below Confidentiality provision if confidentiality terms were included in Form 1 of the RFP- if after the RFP it is determined a confidentiality agreement is needed, see legal]
- 31.22. Confidentiality Requirements. The Company acknowledges that it is bound by all terms and conditions contained in the Confidentiality Requirements with respect to any confidential information which it obtains access to in connection with this Contract. A signed copy of this Contract is attached hereto as part of **Exhibit B**.  
[Include below Federal Requirements Language if the Contract is federally funded]
- 31.23. Federal Requirements. Company shall comply with the additional Federal Requirements set forth in **Exhibit F**. The requirements shall be passed down to all subcontractors, suppliers and service providers and lower tier subcontractors, suppliers and service providers either directly in the applicable contract or by reference in any purchase order or rental agreement.
- 31.24. e-Builder. Company may be required to use the City's web-based project control software ("e-Builder") for records retention and management of all Work documentation. Information on e-Builder can be found at [www.e-builder.net](http://www.e-builder.net). Documents, forms, and processes that will be used in e-Builder by the City, City's representatives and Company include but are not limited to: project drawings

(including as-builts), submittals, required reports, project photos, project schedule, requests for information, change notices, change requests, project plan, letters, meeting notifications, meeting minutes and other communication. If an item is not covered by e-Builder, submission shall be as directed by the City or City's representative. City will provide access and technical service for five (5) e-builder licenses at no cost to the Company. Any additional e-Builder licenses will be the responsibility of the Company to purchase as needed. The City will provide training at no cost to the Company.

- 31.25. Publicity and Other Public Statements. Advertising, sales promotion or other materials of the Company or its agents or representatives shall limit the identification or reference to this Contract to the general physical description and location of the approved final design or product of the Work. Descriptions of conceptual or alternative designs or products considered for the Work shall not be included in advertising, sales or other materials. As a condition of entering into this Contract, the Company further agrees to refrain from the following, absent the City's prior written approval: (1) making any statement to the media or public regarding the subject matter of this Contract or the City's position on any issue relating to this Contract; or (2) making any statement to the media or public on any issue which, in the City's judgment, is likely to cast doubt on the competence or integrity of the City or the Company. Failure to comply with this Article by the Company shall constitute a material breach and, without limiting any other remedies the City may have, shall entitle the City to terminate this Contract for default.
- 31.26. No Third Party Benefit. The provisions of this Contract are for the sole benefit of the Parties hereto. Except as expressly provided herein, this Contract neither confers any rights, benefits, or claims upon any person or entity not a Party hereto nor precludes any actions against, or rights of recovery from, any persons or entities not Parties hereto.
- 31.27. E-Verify. The Company shall comply with the requirements of Article 2 of Chapter 64 of the North Carolina General Statutes and shall require each of its sub-contractors to do so as well.
- 31.28. NC Prohibitions on Contracts with Companies that Invest in Iran or Boycott Israel. Company certifies that (i) it is not identified on the Final Divestment List or any other list of prohibited investments created by the NC State Treasurer pursuant to N.C.G.S. 147-86.58 (collectively, the "Treasurer's IDA List"); (ii) it has not been designated by the NC State Treasurer pursuant to N.C.G.S. 147-86.81 as a company engaged in the boycott of Israel (such designation being referred to as the "Treasurer's IB List"); and (iii) it will not take any action causing to appear on the Treasurer's IDA List or the Treasurer's IB List during the term of this Contract. In signing this Contract, Company further agrees, as an independent obligation, separate and apart from this Contract, to reimburse the City for any and all damages, costs and attorneys' fees incurred by the City in connection with any claim that this Contract or any part thereof is void due to Company appearing on The Treasurer's IDA List or the Treasurer's IB List at

any time before or during the term of this Contract.

- 31.29. Construction of Terms. Both parties have carefully considered the particular language used in this Contract. The general rule of law that ambiguities are construed against the drafter will not apply.
- 31.30. Days. Unless specifically stated otherwise, all references to days in this Contract refer to calendar days rather than business days.
- 31.31. Conflict of Interest. The Company will not take any action that is or is likely to be perceived as conflict of interest under this Contract. The Company or its subcontractor has not made and will not make any gifts to City employees or officials in connection with this Contract.
- 31.32. Pre-Audit. [Delete altogether if contract is encumbered OR For NTE Contracts where the City commits to spend funds but none in the first fiscal year.] Notwithstanding anything contained herein to the contrary, the parties acknowledge and agree that no pre-audit certificate is required under N.C. Gen. Stat. 159-28(a) because this Contract imposes no financial obligation on the City that will become due during the City's current fiscal year. The City's fiscal year runs from July 1 to June 30. The current fiscal year is the one in which the Contract is executed. [OR For NTE Contracts where it is unit price with no firm purchase commitment:] No pre-audit certificate is required under N.C. Gen. Stat. 159-28(a) because this Contract is for an indefinite quantity with no minimum purchase requirement. Notwithstanding anything contained herein to the contrary, this Contract does not require the City to purchase a single product or service, and a decision by the City to not make any purchase hereunder will violate neither this Contract nor any implied duty of good faith and fair dealing. The City has no financial obligation under this Contract absent the City's execution of a valid and binding PO or contract addendum containing a pre-audit certificate. [OR if NTE Contract and the funds are going to be encumbered via addendum/task order:] The Company will execute and submit to the City a proposed Task Order for each scope of work that the Company proposes to provide to the City under this Contract. The City may accept the proposed Task Order by issuing a purchase order. Upon issuance of such purchase order the Task Order and purchase order shall be deemed incorporated into and made a part of this Contract, and each reference to an accepted Contract Addendum in this Contract shall be deemed to include both the Task Order in the form accepted by the City and the purchase order. In the event of a conflict between the main body of this Contract and the Task Order, the main body of this Contract shall prevail. The City will not be legally obligated by a Task Order absent a City issued purchase order.
32. **NON-APPROPRIATION OF FUNDS.** If the City Council does not appropriate the funding needed by the City to make payments under this Contract for a given fiscal year, the City will not be obligated to pay amounts due beyond the end of the last fiscal year for which funds were appropriated. In such event, the City will promptly notify the Company of the non-appropriation and this Contract will be terminated at the end of the last fiscal year for which funds were appropriated. No act or omission by the City, which is attributable to non-

appropriation of funds shall constitute a breach of or default under this Contract.

33. **OTHER AGENCIES.** At the option of the Company, the services and/or products provided under the Contract resulting from this solicitation may be provided to other governmental agencies, counties, and cities under the same terms and conditions (such as price, services, and products) that are described in this Contract. Each governmental agency allowed by the Company to purchase goods and/or services in connection with this Contract shall do so independently of the City; such agency is responsible for its own purchases and must review the goods and/or services prior to acceptance. The City shall have no liability to any entity arising from such third party's purchase of goods and/or services from Company in connection with this Contract.

**[Intentionally Left Blank]**



IN WITNESS WHEREOF, and in acknowledgment that the parties hereto have read and understood each and every provision hereof, the parties have caused this Contract to be executed on the date first written above.

**[ENTER COMPANY NAME]**

**CITY OF CHARLOTTE**

BY: \_\_\_\_\_

BY: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

TITLE: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

DATE: \_\_\_\_\_

This instrument has been pre-audited in the manner required by the "Local Government Budget and Fiscal Control Act."

\_\_\_\_\_

## EXHIBIT C – INVOICING REQUIREMENTS

Payments shall be made for fees and reimbursable costs, if applicable, upon submission of an invoice stating the nature and quantity of work performed and accompanied by proper supporting documentation, including without limitation, itemized receipts, as the City may require. Costs, including, without limitation, labor, material and reimbursable expenses, shall be itemized on each invoice. Failure to submit full supporting documentation may be cause for invoice rejection or delay in payment. In order to more efficiently process payments, the Aviation Department requests compliance to the following:

1. **Request a purchase order (PO) before delivering goods and/or services** unless a P Card is being used to facilitate the payment transaction.
2. **All invoices must clearly state:**
  - a. Company Name and Address
  - b. City of Charlotte vendor registration number
  - c. Company invoice number (if applicable)
  - d. City of Charlotte contract number
  - e. City of Charlotte purchase order number
  - f. The appropriate PO line number for each item
  - g. Airport Project Manager name
  - h. Charlotte Business INclusion Form #6

Invoices with supporting documentation should be consolidated into one file/attachment in a PDF format. If invoice and supporting document consolidation is not an option, the supporting documentation should include the appropriate invoice number and PO number.

3. When a contract has been issued, the **contract number and PO number** must appear on each invoice and a **sales tax statement** must be attached.
4. **Include all applicable sales taxes on the invoice as separate lines** and not combined with the cost of goods. The City of Charlotte is **not** exempt from sales tax.
5. Company must send a **draft invoice** to the Airport Project Manager for review and **approval**. If revisions are necessary, the Airport Project Manager will notify the Company. Corrections must be made **before** an invoice is submitted to City of Charlotte, Accounts Payable.
6. **Details** – Each deliverable identified, in which a separate fee or percentage of the Total Compensation is assigned will be listed on a separate line i.e. labor, materials, shipping/freight, bidding, construction administration, etc.

7. A ***summary statement*** showing total contract total value, amount previously billed, % of contract completion, open contract amount. Subsequently for each PO number, original values, amount billed to date, and % of completion.
8. Reimbursable expenses must be listed below the base fee billing and clearly convey the same information, preferably using the same format.
9. ***Email invoices*** to:
  - a. [cocap@charlottenc.gov](mailto:cocap@charlottenc.gov) (add in email subject line: Aviation – (insert PO#) and copy;
  - b. [Airport Project Manager](#)

The Aviation Department prefers ***not*** to receive invoices for goods and/or services which have been paid via a P-card. ***When presenting an invoice that has been paid via P-card, indicate the total due as "\$0.00".***

## **EXHIBIT E- TRAVEL AND EXPENSE REIMBURSEMENT PROTOCOL**

### I. Transportation Expenses.

- a. Reasonable transportation expenses will be paid on the basis of actual costs. Requests for reimbursement for an transportation expense must include itemized receipts.
- b. Company is expected to use the most economically feasible mode of transportation giving consideration of time constraints, productive hours and distance involved. If Company elects to use a more expensive travel option, Company will only receive reimbursement equivalent to the least expensive option.
- c. The City will not pay additional expenses resulting from arriving earlier or staying later than necessary to conduct official business
- d. The use of a rental car requires a written business purpose explanation.
- e. Fines for parking violations, moving violations, speeding tickets, etc. are the responsibility of the Company and will not be reimbursed by the City.

### II. Air Travel.

- a. Company will not be reimbursed for priority airline boarding, US Customs Trusted Traveler Program fees, upgraded airline seats including preferred seating in coach, in-flight movie rental, flight insurance, or other voluntary amenity services.
- b. In lieu of fees for airport parking, transportation to the airport from origination via a TNC service, taxi, black car, etc. is reimbursable up to the total of the prevailing CLT Business Valet rates for the business trip.
- c. Per IRS, mileage to/from the airport is reimbursable only if traveling directly from the office to the airport and requires supporting documentation.

III. Driving Expenses. Company may be reimbursed for mileage based on the documented use of a private vehicle for business travel and in consideration of the most economical feasible transportation method; however, as per IRS guidelines, mileage between a residence and an airport is not reimbursable.

### IV. Lodging Expenses.

- a. Lodging expenses will be paid by the City in accordance with the GSA lodging rate for a specific city.
- b. The City will pay lodging for the minimum number of nights required to conduct the assigned business.

c. Company shall not be reimbursed for in-room movie rentals, laundry fees, fitness room fees, hotel room upgrades, or other voluntary, unspecified hotel amenity charges.

V. Meals and Incidental Expenses.

a. Company will be reimbursed on the GSA per diem basis for meals and incidental expenses incurred specifically during the business portion of travel. GSA per diems for meals and incidental expenses can be found at the GSA website [www.gsa.gov/portal/content/110007](http://www.gsa.gov/portal/content/110007).

b. Incidental expenses consist of fees and tips for persons who provide services, such as porters and baggage carriers, incurred when traveling overnight.

VI. Miscellaneous Expenses. Company may be reimbursed for other business-related expenses, including local registration fees, parking fees, etc. Itemized receipts must be submitted with request for reimbursement for any such expenses.

VII. Documentation and Procedure.

a. Itemized receipts for the cost of lodging, transportation (airfare, shuttles, light rail, taxis, parking, etc.) and registration fees must be submitted to be reimbursed.

b. Mileage reimbursement requests must be supported by documentation evidencing actual mileage such as a Google Maps printout.

c. If upon review of the travel expenses, any expense item requires additional clarification, the Company may be required to submit additional supporting documentation in the discretion of the City. If acceptable supporting documentation is not submitted, the expense item in question may be disapproved.