



**CHARLOTTE, NORTH CAROLINA 28208
(704) 359-4000**

**REQUEST FOR QUALIFICATIONS
RFQ AVIA #26-36: Land Development Consultant Services
ADDENDUM #1
August 27, 2026**

This Addendum is hereby made a part of the specifications, as applicable, of the above-mentioned project. All other requirements of the original plans and specification shall remain in effect in their respective order. **Acknowledge receipt of this addendum by inserting its number and date in your cover letter as requested in the SOQ Format Submission Requirements.**

General Notes

The following items are attached for reference and information:

- 1) List of attendees (companies) from the pre-submittal meeting of August 26, 2026.
- 2) The PowerPoint presentation from the pre-submittal for this solicitation dated August 26, 2026.
- 3) The questions received on or before August 18, 2026, with answers.

Charlotte Douglas International Airport (CLT), a City of Charlotte department does not discriminate on the basis of disability. We will provide auxiliary aids and services, written materials in alternative formats, and reasonable

modifications in policies and procedures to persons with disabilities upon request. To make a request, please email johnella.williams@cltairport.com.

List of attendees (companies):

Cameron Barradale, Gensler, cameron_barradale@gensler.com

Steve Blakley, Kimley-Horn, steve.blakley@kimley-horn.com

Laura Calegari, Leadin Aviation Consulting, laura.calegari@leadinaviation.com

Dorian Carter, Momentum Capital Partners, LLC, dorian@momentumcapitalmgmt.com

LaTarsha Dunkley, MBA, LD Consultants, LLC, LaTarsha@LD-Consultants.com, SBE

Jennifer Fredericks, Baker Tilly, jennifer.fredericks@bakertilly.com

Candice Gaddy, ACE4CONNECTIONS, candice@ace4growth.com, SBE

Vikas Gurram, WT Partnership, vikas.gurram@wtpartnership.co

Sarah Klee Hood, Lyndon Strategies, info@lyndonstrategies.com

Samuel Jacobs, HR&A Advisors, sjacobs@hraadvisors.com

George Merritt, PA Consulting, george.merritt@paconsulting.com

Sana Dadabhoy, WT Partnership, sana.dadabhoy@wtpartnership.co

Miguel Angel Paredes, Leadin Aviation Consulting, Miguel.paredes@leadinaviation.com

Andy Samberg, Garver, AGSamberg@GarverUSA.com

LaPronda Spann, Lain Consulting, LLC, lapronda@lainconsulting.com

Gavin Thomas, Merchant Square Advisors, gavin@merchantsquareadvisors.com

Ron Thompson, no information provided

Sabine Trenk, Fraport, s_trenk@fraport-usa.com

Shireen Zeineddine, Architect Builder Group, Shireen.zeineddine@abgnc.com, SBE



LAND DEVELOPMENT CONSULTING SERVICES RFQ NO. AVIA RFQ 26-36

**Pre-Submittal Meeting
August 26, 2026, at 9:30 AM (EST)**

HOUSEKEEPING ITEMS

- Please keep devices on mute.
- Please hold questions until the end of the meeting. At that time, we will open the floor for questions and answers. Please submit them in the chat.
- **All questions and answers discussed in this meeting are unofficial and will need to be submitted in writing for an official response.**
- This presentation will be included in the first addendum with an attendance list.
- eBuilder is now Unity Construct

AGENDA

- ✓ Introductions and Attendance
- ✓ SOQ Submission
- ✓ SOQ Format
- ✓ Selection Criteria
- ✓ Addenda and Written Questions
- ✓ Airport Security Requirements
- ✓ CBI Program
- ✓ Scope of Services
- ✓ Questions

INTRODUCTIONS AND ATTENDANCE

- Presenters:
 - Johnella Williams – RFQ Project Manager
 - Eleeta Wesley – Business Opportunity Specialist
 - Jennifer Thompson – Commercial Engagement Manager
- Meeting Attendance (Virtual Sign-In Sheet)
 - Please submit your name, company name, and email address to this chat for your attendance to be captured for today's meeting.

Statement of Qualification (SOQ) SUBMISSION

Proposal due date, time, and submission information is as follows:

- Proposals Due: September 16, 2026, by 2:00 PM ET
- Location: Accepting electronics submissions ONLY through the Unity Construction (eBuilder) Bid Portal
- Estimated City Council Date: December 2026
- Estimated Start Date: January 2027

SOQ FORMAT

Submission shall consist of the following forms (:

- 1) Cover Page
- 2) Cover Letter
- 3) Selection Criteria Responses
- 4) CBI Form # 3
- 5) Commercial Non-Discrimination Certification

All required forms must be completed and signed

Note: All SOQs shall not exceed thirty-five (35) pages double-sided for a total of seventy (70) in 8 ½ " x 11" format exclusive of the cover page, tab pages, and required forms.

SELECTION CRITERIA

- Relevant Experience & Qualification and Airport Development Expertise
- Market Analysis, Development Strategy and Strategic Planning
- Development Financial Feasibility and Financial Advisory Capability
- Stakeholder Engagement and Partnership Development
- Project Team & Capacity
- Charlotte Business INClusion (CBI) Program
- Quality of Submittal and Overall Value

ADDENDA AND PROPOSER QUESTIONS

- All Addenda will be posted to the Unity Construct Bid Portal
- Questions must be submitted in written form and should be submitted through the Unity Construct Bid Portal Q&A tab
- **Deadline for submitting written questions is Tuesday, September 1, 2026, at 5 pm (EST).**

AIRPORT SECURITY REQUIREMENTS

Badging

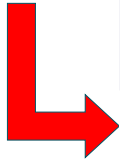
- Badging is not required for this contract. As a result, AOA Access is not required for this contract. By nature, this work is nonaviation related and does not require access to the airfield.

Please review the CLT Security Standards, CLT AOA Standards Program and the Aviation Worker Inspection Program FAQ at www.cltairport.com/business/credentialing for more information.



Unity Construct BID PORTAL – Q & A

Submit
Questions
here



Charlotte Douglas International Airport (CLT) / Solicitations 060 Commercial & Community Engagement

↳ RFQ AVIA 26-36 Land Development Consultant Services

Status

Bid Package	Open
Bidding	Pending
Response Submitted	No

26 Days 2 Hours 22 Minutes Left

Due on 09.16.2026 at 2:00 PM
(GMT-05:00) Eastern Time (US & Canada)

Package Invitation

Response Form

Q&A Board

 Submit Question

 Export

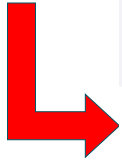
[View List](#) | [View All](#)

Note: The date and time are shown in the bid time zone.

View	Subject	Questionee	Date & Time
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Unity Construct BID PORTAL - Submission

Submit
Response
here



Charlotte Douglas International Airport (CLT) / Solicitations 060 Commercial & Community Engagement

➔ RFQ AVIA 26-36 Land Development Consultant Services

Status

Bid Package	Open
Bidding	Will Bid
Response Submitted	No

26 Days 2 Hours 2 Minutes Left

Due on 09.16.2026 at 2:00 PM
(GMT-05:00) Eastern Time (US & Canada)

Package Invitation

Response Form

Q&A Board

▶ Submit Quote

⚠ Please note that only one file can be uploaded.

CHARLOTTE BUSINESS INCLUSION PROGRAM REQUIREMENTS

- CLT will negotiate the CBI participation goal with the successful Company for this contract.
- CBI Form #3 **MUST** be completed, signed, and submitted with your proposal.
 - Proposers will exclude percentages or dollar values on the CBI Form #3
 - CBI Form #3 is the only CBI form that should be attached to the proposal
- SBE firms **MUST** be certified by the City of Charlotte to count for participation.
- City of Charlotte Certified SBE Firms can be found on the City's website (link is below):
<https://charlotte.diversitycompliance.com/>
- The successful proposer will be required to submit an *CBI Form # 4 – Letter of Intent* for each SBE-certified business the Company intends to utilize to meet the contract goal, upon request.
- CLT will request copies of each SBE subcontract for review.

INCLUSION CBI FORM 3: Subcontractor / Supplier Utilization Commitment

This form **MUST** be submitted at the time of Bid Opening. Copy this CBI Form 3 as needed. Failure to properly complete and submit Form 3 with the Bid constitutes grounds for rejection of the Bid.

Per Section 3.5 of the CBI Administrative Procedures Manual, the Subcontractor/Supplier Utilization Commitment (CBI Form 3), captures information regarding the SBEs and other subcontractors and suppliers that the Bidder intends to use on the Contract **FOR ALL TIERS**.

For construction contracts under \$500,000 SBEs must satisfy the requirements of Section 2 of the CBI Administrative Procedures Manual in order to count the work they intend to perform on the contract with its own current workforce towards the established Subcontracting Contract Goal and must list themselves below along with their projected utilization amount.

Bidder Name:			
Project Name:			
	Established SBE Goal:		

List below all SBEs that you intend to use on this Contract. **NOTE:** You will only receive credit for SBEs that are currently certified with the City as of the Bid Opening Date.

SBE Vendor Name (Non-Hauling Services)	Description of work / materials	NIGP Code

For all hauling services on this Contract, list below all SBEs that you intend to provide such work and the Total Projected Utilization (%).

SBE Vendor Name (Hauling Services)	Description of work / materials	NIGP Code	Total Projected Utilization (%)

Total Subcontractor / Supplier Utilization including SBEs \$ _____
 Total SBE Utilization \$ _____
 Total Bid Amount (Including Contingency) \$ _____
 Percent SBE Utilization* (Total SBE Utilization divided by Total Bid Amount) % _____

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INCLUSION CBI FORM 3: Subcontractor / Supplier Utilization Commitment

List below all **non-SBEs (subcontractors and suppliers)** that you intend to use on this Contract

Vendor Name	Description of work / materials	NIGP Commodity Code

Letters of Intent submitted upon notice from the City

Per Section 3.5 of the CBI Administrative Procedures Manual, within three (3) Business Days after receiving a request from the City (or within such longer time as may be communicated by the City in writing), Bidders must submit a separate Letter of Intent (CBI Form 4) for each SBE listed on CBI Form 3. Each Letter of Intent must be executed by both the SBE and the Bidder. The City shall not count proposed SBE utilization for which it has not received a Letter of Intent by this deadline. The Bidder is still obligated to pay the SBE the full amount listed on the Contract with the SBE regardless of what percentage is actually counted towards the SBE Goal.

Adding subcontractors or suppliers after submitting this form

Nothing in this certification shall be deemed to preclude you from entering into subcontracting arrangements after submission of this form. However, per the CBI Administrative Procedures Manual, you must comply with the following:

- You must maintain the level of SBE participation stated in the Contract throughout the duration of the Contract, except as specifically allowed in Section 5
- If you need to terminate or replace a SBE, you must comply with Section 5.3
- If the scope of work on the Contract increases, or if you elect to subcontract any portion of work not identified on this form as being subcontracted, then you must comply with Section 5.4
- A Letter of Intent (CBI Form 4) must also be submitted for each SBE you add subsequent to contract award.

All Subcontractors and Suppliers must be registered with the City of Charlotte.

Pursuant to the City's Vendor Registration Policy, each subcontractor or supplier (non-SBE and SBEs) that you use on this contract must be registered in the City's vendor database.

Signature

Your signature below indicates that the undersigned firm certifies and agrees that:

- It has complied with all provisions of the CBI Policy and Administrative Procedures Manual; and,
- Failure to properly document such compliance in the manner and within the time periods established by the CBI Policy and Administrative Procedures Manual shall constitute grounds for rejection of your bid.

Signature of Authorized Official Printed Name Title Submittal Date

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- **CBI Form #3**
- **Included in RFQ (PDF pages 23-24)**
- **Must be submitted with your proposal.**

CHARLOTTE BUSINESS INCLUSION (CBI) PROGRAM REQUIREMENTS

CONTACT INFORMATION

Opportunity & Access Manager	Jasmyne N. Turman, CLGPO jasmyne.turman@cltairport.com Mobile: 980-348-8477
Business Opportunity Specialist Lead	Marcus Choi, C.M. marcus.choi@cltairport.com Mobile: 980-310-0494
Business Opportunity Specialist	Eleeta Wesley, CCA eleeta.wesley@cltairport.com Mobile: 704-617-5964

SCOPE OF SERVICES

- ✓ Market Analysis & Strategic Positioning
- ✓ Stakeholder and Partner Engagement
- ✓ Commercial and Land Use Planning
- ✓ Target Industry & Economic Alignment
- ✓ Investment, Financial & Transaction Strategy
- ✓ Implementation & Delivery Strategy
- ✓ Optional Support Services

QUESTIONS FROM ATTENDEES

- REMINDERS:
 - **All questions asked at this meeting are unofficial. Please submit questions in writing via the Unity Construct Bid Portal Q&A tab.**
 - Deadline for submitting written questions is Tuesday, September 1, 2026, at 5 PM (EST).

THANK YOU!



CLT 

RFQ #AVIA 26-36 Land Development Consulting Services

Questions and Answers for Addendum 1

Question No.	Section	Question	Answer
1	Market Analysis & Data	For the market demand/gap analysis and target industry identification work (Exhibit A, Sections A & D), does CLT have existing data sources (e.g., prior Airport Master Plan analysis, Destination District study) it will make available to the selected team, or should firms assume all primary market research will be developed independently?	Firms should assume all primary market research will be developed independently.
2	Market Analysis & Data	The scope references both estimation of economic and job-creation impacts under Market Analysis (Section A) and "advanced economic impact modeling beyond baseline" as an optional service (Section G). Could CLT clarify what it considers baseline economic impact analysis versus advanced modeling?	Baseline economic impact analysis includes standard estimates or economic and job-creation impacts associated with development strategies. Advanced impact modeling refers to more details or customized analysis, such as expanded fiscal impacts, scenario or sensitivity analysis, or longer-term projections. Specific requirements will be defined at the Task Order Level.
3	Market Analysis & Data	Will "Advanced economic impact modeling beyond baseline" (Section G) be treated as its own Task Order category with separate scoping, or folded into whichever Task Order triggers the need?	No. Advanced economic impact modeling may be included within a Task Order that triggers the need and scoped accordingly.
4	Visualization & Deliverable Format	What level of visualization is anticipated? Should firms be prepared to provide GIS mapping, 2D site plans, three-dimensional massing, rendered plans, perspective renderings, diagrams, animations, or marketing-quality graphics?	The level of visualization will vary based on the needs of each Task Order. Firms should demonstrate the visualization capabilities and approaches they believe are appropriate to effectively support the services described in the RFQ.
5	Visualization & Deliverable Format	Please clarify the intended level of architectural design associated with "conceptual land use planning and visualization." Is CLT anticipating parcel-level test fits and land-use diagrams only, or could Task Orders require building programming, building massing, conceptual building design, architectural renderings, or other architectural design services?	CLT is seeking conceptual land use planning and visualization sufficient to support development strategy and evaluation. Architectural design services are not specifically anticipated under the current scope. The specific level of planning and visualization required will be defined at the Task Order Level.

RFQ #AVIA 26-36 Land Development Consulting Services

Questions and Answers for Addendum 1

Question No.	Section	Question	Answer
6	Visualization & Deliverable Format	The Task Order template included within the sample Agreement (Exhibit B/D) refers to the work as "Architectural Services." Please clarify whether this wording indicates that architectural services beyond the scope described in Exhibit A may be assigned under the contract.	No. The reference to "Architectural Services" in the sample Task Order template is standard template language and does not expand the Scope of Services. Task Orders issued under this contract will be limited to services within the scope of services described in Exhibit A.
7	Visualization & Deliverable Format	Will CLT establish the number of alternatives, review milestones, and revision cycles within each Task Order, or is the consultant expected to propose these as part of its Task Order response?	The number of alternatives, review milestones, and revision cycles will be determined as appropriate for each Task Order. Consultants may also propose an approach based on the specific project requirements.
8	Visualization & Deliverable Format	What digital formats will CLT typically provide for base information, and what native-file formats will CLT require for final deliverables - for example GIS, AutoCAD, Revit, Adobe Creative Suite, Microsoft Office, or other formats?	Available base information and file formats will vary by Task Order. Final deliverable requirements will be established as appropriate for each Task Order. Firms may demonstrate and propose the formats and tools they believe best convey their capabilities and work product.
9	Visualization & Deliverable Format	Confirm whether all Task Orders will require AOA/badging access under Exhibit A, Section 21, or only those involving site-specific/airside work - much of the scope (market analysis, financial modeling) may not require physical airfield access.	No. It is not anticipated AOA/badging access will be required.
10	Team Structure	Does CLT have a preference or restriction between a formal Joint Venture structure versus a prime/subconsultant teaming structure for SOQ submission?	No.
11	Team Structure	Since this RFQ anticipates multiple firms being selected, how will Task Order work be allocated among selected firms - through rotation, geographic assignment, competitive Task Order proposals, or another method?	Task Orders will be assigned based on the specific needs of each project and the qualifications, expertise, and availability of the selected firms. CLT does not anticipate a predetermined rotation or geographic allocation of work.

RFQ #AVIA 26-36 Land Development Consulting Services

Questions and Answers for Addendum 1

Question No.	Section	Question	Answer
12	Team Structure	Is there a limit on the number of firms CLT intends to select under this RFQ?	CLT anticipates selecting at least two (two) firms under this RFQ to allow for projects to run concurrently.
13	Team Structure	Confirm whether the 35-page SOQ limit applies per submitting entity or to the joint SOQ as a whole for a multi-firm teaming structure.	The 35-page limit applies to the SOQ as a whole, regardless of the number of firms included in the submitting team. This does not include the cover page, dividers/tabs and required forms.
14	Task Order & Pricing Mechanics	At what point in the Task Order process does CLT expect the firm's first price proposal - before or after the specific scope of work is finalized with the Airport?	CLT will provide the scope of services for the Task Order prior to requesting the firm's price proposal. Scope and fee may be further refined as necessary prior to Task Order authorization.
15	Task Order & Pricing Mechanics	Exhibit B/D (Sample Task Order) requires a price proposal within 10 business days of request - is this timeline negotiable for larger or more complex Task Orders (e.g., portfolio-wide studies versus single-parcel analysis)?	Ten (10) business days is the standard timeframe. CLT may establish a different response timeframe based on the scope and complexity of a Task Order.
16	Task Order & Pricing Mechanics	Is there an anticipated minimum or maximum volume of Task Orders under the 3-year term, or an average Task Order size/scope firms should plan capacity around?	CLT does not anticipate a guaranteed minimum or maximum number, size, or scope of Task Orders. Task Orders will be issued based on the project needs during the contract term.
17	CBI / SBE Compliance	Since the CBI/SBE goal is negotiated per Task Order rather than fixed at the master contract level, what process and minimum notice period does CLT use to establish the SBE goal once a Task Order is issued?	There is no minimum notice period. CBI will negotiate a goal with the awardee once the task order is issued.
18	CBI / SBE Compliance	Does the 50-point Good Faith Efforts threshold (when a goal is not met) apply per Task Order, or is it evaluated at the master contract level?	No. GFEs do not apply to services, only to construction projects.

RFQ #AVIA 26-36 Land Development Consulting Services

Questions and Answers for Addendum 1

Question No.	Section	Question	Answer
19	Funding & Compliance Scope	Is this contract anticipated to be funded with FAA/federal funds, City funds, or a mix - and if federal funds are involved for certain Task Orders, would DBE requirements (in addition to CBI) apply to those specific orders?	No federal FAA funding is anticipated for this contract. Accordingly, DBE requirements are not anticipated to apply. The applicable CBI requirements are as stated in the RFQ.
20	Project Timeframe	The RFQ establishes a 3-year base contract term (with two 1-year renewal options), but does not indicate typical Task Order durations. Can CLT provide a general range of expected completion timeframes for representative Task Orders (e.g., a single-parcel feasibility study versus a portfolio-wide market analysis), to help firms scope staffing and Task Order responses appropriately?	Task Order durations will vary based on the scope and complexity of each project. Specific schedules and completion requirements will be established at the Task Order level.

End of Questions and Answers