



**FRANKLIN COUNTY
CONVENTION FACILITIES
AUTHORITY**

COLUMBUS

REQUEST FOR QUALIFICATIONS:

Comprehensive Facility Condition Assessment

Greater Columbus Convention Center

Issued: April 29, 2024

Due: May 30, 2024

Issued By:

Franklin County Convention Facilities Authority
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The Franklin County Convention Facilities Authority (the "FCCFA") is seeking submittals of qualifications from architectural/engineering firms interested in performing a comprehensive facility condition assessment for the Greater Columbus Convention Center (the "GCCC"). The FCCFA is seeking firms that have extensive experience completing facility condition assessments similar in size and scope to the one described within this request for qualifications.

BACKGROUND

The FCCFA is the owner/developer of the Greater Columbus Convention Center, the Hilton Columbus Downtown Hotel, Nationwide Arena, and six parking facilities; all located in downtown Columbus, Ohio. Established by the Franklin County Commissioners in July 1988 pursuant to Chapter 351 of the Ohio Revised Code, the FCCFA is a special governmental unit governed by an eleven-member board appointed by the Franklin County Commissioners, Mayor of Columbus, and suburban mayors.

As owner/developer of these facilities, the FCCFA is responsible for their improvement, management, and successful operation. In addition, the FCCFA is responsible for ensuring the continued success and growth of the convention business within the Greater Columbus community. Both responsibilities are directly linked to the FCCFA's continued investment in and support of services, resources, facilities, and community projects that enhance the use and improvement of the convention center, hotel, arena, and parking facilities.

Originally constructed in 1980 (South Facility) and expanded in 1993 (North Facility), 1999, and 2017, the GCCC consists of 1.8 million square feet of space. The most recent expansion and renovation was completed in 2017 with over \$141 million invested in the facility. The GCCC features 372,000 square feet of contiguous exhibit hall space; 114,000 square feet of ballroom space; 118,000 square feet of meeting space spread over 75 meeting rooms; and 10,000 square feet of outdoor event space. To support GCCC operations, the FCCFA owns and operates 6 attached or adjacent parking facilities including 4 garages and 2 surface lots totaling 4,700 parking spaces.

Comprehensive Facility Condition Assessment

The FCCFA seeks to engage the services of a qualified architectural/engineering firm to provide a review and assessment of the on-going capital and operational needs of the Greater Columbus Convention Center and to obtain a long-term capital repair, replacement, and improvement program, including potential architectural, technological, and food service upgrades.

The selected firm shall conduct an architectural and engineering condition assessment of the GCCC and prepare documentation, as described herein, regarding the condition of the GCCC, and including recommendations for capital repair and replacement plans. The selected firm shall evaluate the condition of the existing facility, document issues or defects based on observations, provide estimates of the expected life of the various components, recommendations for repair and replacement and the range of costs associated with such capital plan recommendations.

The selected firm will be asked to identify where existing systems may be upgraded to respond to emerging technologies and industry trends, or where changes may be made to improve guest experience, operational efficiency, or revenues of the GCCC.

SCOPE OF SERVICES

The scope of services requested through this RFQ will be for the completion of a comprehensive facility condition assessment as described herein.

For each inspection area listed below, the facility condition assessment shall include a review of maintenance efforts to-date as compared to industry standards. The assessment shall provide preventative maintenance recommendations, to include minimum standards of day-to-day upkeep and their associated costs based on industry standards (including, but not limited to, on-going building maintenance, equipment replacement, janitorial needs and staffing, basic cleaning/deep cleaning, paint, flooring replacement, lighting replacement, etc.).

The assessment shall consist of direct observation, review and interpretation of documents, interviews with personnel, input from management and ownership, and evaluation of the actual condition of the major physical elements, systems, and operations.

It is currently expected that the assessment will occur during a non-event day, at least one event day, and during set-up and tear-down of at least one major event. The assessment shall be conducted in such a way and at such times as to avoid disrupting the on-going operations of the GCCC.

Specific areas of inspection shall include:

1. Architectural Review

The architectural review shall consist of the inspection and evaluation of general architectural components of the building, including, but not limited to, all interior and exterior finishes. A review of the functional efficiency of selected areas shall also be conducted. The architectural assessment will:

- Provide an objective review of current conditions; and
- Provide an objective evaluation on the functionality of a given space in order to develop recommendations for improvement.

2. Major Systems Review

The Major Systems Review has two main components: (1) to identify equipment that needs replacement or that will need to be replaced within the next twenty years, and (2) to identify

potential system upgrades and emerging technologies that would provide a benefit in utility savings, maintenance, guest comfort and indoor air quality.

The Major Systems Review shall assess, at a minimum, the following equipment and systems:

- Mechanical
 - Chilled water systems, building automation systems, air handlers, heating systems, fan coils and terminal units, exhaust and grease fans, piping insulation and louvers.
- Electrical
 - Site electrical distribution, switchgear, condition of electrical rooms, show and truck power, emergency generators and backup equipment, site lighting, exhibit hall and ballroom lighting, lighting control systems, energy management systems and fire alarm systems.
- Plumbing
 - Domestic cold and hot water systems, grease traps, bathroom fixtures, drinking fountains, piping survey, and sewage lift pumps. Cutting and patching of select areas may be required for completion of the plumbing review. Invasive review activities shall be coordinated with the FCCFA.
- Fire Protection
 - Fire pumps, sprinklers, and standpipes.
- Conveyor Systems and Vertical Transportation
 - Passenger and freight elevators and escalators.

Mechanical, electrical, and plumbing system review shall be limited to the GCCC's North Facility. The South Facility MEP assessment is being conducted under a separate contract. Fire protection and conveyor/vertical transportation review shall be conducted facility wide.

The selected firm shall:

- Observe and document the physical and operating condition of all equipment and systems.
- Interview the operations and engineering staff to determine event day and non-event day sequences of operation of selected equipment and systems.
- Evaluate and comment on the current physical condition of selected components, equipment, and building systems with an estimate of their remaining useful life. The estimate of remaining useful life shall assume that no changes to the current maintenance program will be made.
- Identify systems that are not operating as designed or as needed to satisfactorily serve guests of the GCCC. Provide recommendations on alternative sequences of control modifications that may reduce operational costs, as applicable.
- Provide recommendations on preventative maintenance actions to be implemented in the short term and long term to prolong the useful life and increase the operating

efficiency of equipment and systems. If necessary, recommendations for replacement should be made.

3. *Structural Review*

The selected firm shall conduct a review of documents, perform on-site observations, and develop a conceptual analysis in order to evaluate the condition, capacity, suitability and performance of the GCCC's structural systems.

Structural systems shall include:

- Catwalks;
- Foundations;
- Floors, bearing walls, columns, and beams;
- Exterior closures including exterior walls, windows, and doors;
- Structure to support rigging; and
- Exterior sidewalks and facades.

4. *Electronic Systems Review – Entertainment and Media*

The selected firm shall review the physical condition, and shall evaluate the set-up and operation of the following systems with a focus on maximizing current performance and increasing guest experience:

- Sound systems;
- Information displays;
- Large screen video displays;
- Video distribution;
- Electronic signage.

5. *Electronic Systems Review - Operations*

The selected firm shall perform the following services related to the review of operations focused electronic systems:

- Access control and monitoring
 - Review current perimeter door monitoring (efficiency and potential security gaps).
 - Review access control systems and control points.
 - Review and discuss current deployment of video surveillance at perimeter points, within public areas, and other areas of heightened security concern (e.g., mechanical spaces).
 - Review exterior surveillance, identify obstructed areas, propose solutions.

- Identify potential locations where biometric access controls may be appropriate.
- Review exterior support/access points and determine appropriate monitoring and control elements.
- Review monitoring of building systems such as HVAC units, coolers, etc.
- Review coverage areas of surveillance systems and evaluate effectiveness.
- Review surveillance systems in regard to operations control (crowds, concessions, cash rooms, etc.) versus potential external threats such as surrounding streets, entrances, and parking lots.
- Telecommunications and IT
 - Review data backbone topology and media for bandwidth and speed.
 - Review phone systems including switches.
 - Review capacity and effectiveness of wireless internet systems.

6. *Food Service, Concessions, and Catering Review*

The review of food service, concessions, and catering outlets shall include:

- General Food and Beverage Operations
 - Evaluate current condition of facilities and equipment;
 - Review cleaning and pest control programs;
 - Review preventative maintenance programs;
 - Evaluate condition of ice machines and other service equipment;
 - Evaluate condition and operation of concession stands and bars;
 - Evaluate condition and operations of counters, menu boards, cooking and preparation equipment, portables, and points of sale.
- Concession Stands
 - Evaluate condition of counters and casework, cooking and food preparation equipment, wall and floor finishes.
- Kitchens
 - Evaluate condition of cooking and food preparation equipment, wall and floor finishes.

7. *Roofs*

The selected firm shall assess the condition of roofing membranes, penetrations, seams and water diversion devices. A condition assessment of the North Facility roof was completed in 2018. The selected firm will be asked to update and validate the existing assessment.

8. *Parking Facilities and Loading Dock*

The selected firm shall perform an assessment of GCCC parking operations and a review of the physical condition of GCCC parking facilities. Recommendations for improving parking operations shall be provided. The selected firm shall also assess the current condition of the GCCC's loading docks and provide recommendations for improving loading dock operations.

9. *Capital Expense Matrix*

The selected firm shall develop a capital expense matrix to be used by facility management for planning and prioritizing capital projects. The matrix shall reflect information provided by manufacturers and current facility users based on “best practices” for similarly sized convention centers. The matrix is intended to be a “living” document whereby it is continually updated as changes occur in the capital project program and shall forecast capital needs for a period of no less than 20 years.

10. *Facility Condition Assessment Report*

Using the data and information collected during the on-site review, the selected firm shall provide a comprehensive condition assessment report. The report shall contain, at a minimum, the following information:

- Capital requirement costs summarized by building systems.
- Capital requirement costs summarized by priority.
- Capital requirement costs summarized by category type.
- Multi-year annual capital expenditure forecast.
- Determination of the remaining useful life of all major building systems.
- Detailed description of building assets and equipment detailing the observed condition and deficiency cause providing recommendations to correct the deficiency.
- List of information provided and collected, such as equipment type, manufacturer, etc.
- Digital photographs for each element recommended for potential action. Interior photographs will be used to explain and/or justify the prioritization of corrective actions.
- A schedule of annual forecasted expenditures itemizing each deficiency against each asset classification of the total cost for the actions required to correct the deficiencies and organized by building system.
- List of all upgrades in components and systems that would provide improved guest and client experience, operating efficiencies, and/or additional revenue opportunities for the GCCC. As to each upgrade, identify other facilities that have implemented such upgrades and provide information relating to the costs associated with implementing the recommended upgrade.
- A priority list and timeline of recommended maintenance improvements, capital repair/replacement of building components and systems, and upgrades of components and systems. This list shall include current and deferred maintenance costs for the proposed work.
- An assessment of maintenance efforts to date as compared to industry standards. Preventative maintenance recommendations should also be included.

The comprehensive condition report shall include:

- An executive summary;
- A description of the methodology used in performing the assessment and developing recommendations;
- A facility inventory;
- Full condition assessment;
- Listing of all potential upgrades of components/systems;
- Suggested priority list and timeline; and
- Recommendations regarding the capital improvement program, including:
 - Preliminary design concepts for a 10-year capital improvement program;
 - Projected construction costs for items contemplated by the 10-year capital improvement program; and
 - Phased timeline for implementing capital improvement program elements.

It is anticipated that the selected firm will assemble a multi-disciplinary team of licensed professionals including, but not limited to, civil/structural engineers, mechanical engineers, electrical engineers, architects, elevator/escalator consultants, food & beverage consultants, interior designers, cost estimators, and others as deemed appropriate. Information for each participating entity shall be provided in the lead firm's submittal.

The selected firm shall present the assessment findings through reports, graphs, and charts to provide a visual representation of the condition assessment data. The material prepared shall be clear, detailed, and sufficient to reflect the scope of the funding needed.

In addition to the above requirements, the facility condition assessment report shall include the following documentation:

- A comprehensive assessment of the areas to be examined with representative photos and narrative to explain current/existing condition of the GCCC and recommended repairs and/or replacement as applicable.
- 7-, 10-, and 20-year comprehensive financial assessment of the areas to be examined with capital costs associated in applicable years for recommended repairs and/or replacement as applicable.
- Preventative maintenance program.
- Capital expense matrix.
- Program for potential GCCC upgrades.

SELECTION PROCESS and EVALUATION CRITERIA

The FCCFA will review, evaluate and select an architectural/engineering firm ("Respondent") that is deemed to be the most qualified, as determined by the criteria stated in this document. The FCCFA reserves the right to select one or more firm(s) depending upon the qualifications

submitted and the requirements for the project. Evaluation will be made by members of the FCCFA staff with the FCCFA Board providing final approval. The FCCFA will review and evaluate all statements of qualifications and may short-list Respondents for interviews based upon the criteria listed below and requirements of law. The FCCFA does not require any form of fee estimate, fee proposal, or other estimate or measure of compensation prior to selection of the most qualified firm.

Upon completion of its review the FCCFA will rank no fewer than three Respondents considered to be most qualified (unless fewer than three qualified Respondents are available) and will enter into contract negotiations with the Respondent(s) considered to be most qualified.

In no particular order of priority, the criteria used for selection will include:

- Experience of the professionals that will work on the project;
- Scope and nature of the services the firm will provide;
- Availability of personnel, equipment, facilities, and other resources to perform the services within the required timeframe;
- Experience of the firm to complete the services required for this project as well as the firm's demonstrated knowledge and understanding of essential requirements involved in providing such services;
- Proposed technical approach to completing the project and potential schedule for completion of services; and
- Quality of references.

The anticipated timeline for selection/project completion is as follows:

RFQ Submittal Due: May 30, 2024

Short-list Interviews: June 19, 2024

Selection of Most Qualified Firm: June 25, 2024

Facility Assessment: July or August 2024

Delivery of Final Assessment Report: September or October 2024

REQUIRED SUBMITTALS

One original, seven paper copies, and one electronic copy of submittals shall be delivered to the following addressee on or before **Thursday May 30, 2024**, by 4:00 p.m. EST.

Jordan Edmonds, In-House Counsel
Franklin County Convention Facilities Authority
400 North High Street, Fourth Floor
Columbus, Ohio 43215
Phone: (614) 827-2807

Submittal Content

To enable the FCCFA to efficiently evaluate the submittals, Respondents should prepare their submittal on 8.5 x 11 paper utilizing the general format guidelines described below. Please feel free to include other materials, such as covers, table of contents, transmittal letter, appendices, brochures, etc., at your discretion.

Questions regarding this RFQ must be submitted in writing to Jordan Edmonds at jedmonds@fccfa.org on or before close of business on **May 15, 2024**. Responses to all questions submitted before the deadline will be distributed to Respondents on record that have received a copy of this RFQ. Responses to questions will be distributed on or before **May 17, 2024**.

The following outlines the information to be included in the qualifications submitted by Respondents. This outline is not all-inclusive, and information may be added and organized as deemed necessary. Submittals are to be paginated and the section number, title of section, and each sub-part should also be identified.

Section I – Firm Description

General information should include, but not be limited to:

1. The name, address, telephone number, fax and email address of an individual who will serve as the Respondent's contact for any questions or correspondence regarding the submittal and RFQ process.
2. A certification of accuracy provided by the highest ranking individual responsible for the Respondent's submittal.
3. Certification that Respondent has not, is not, and will not engage in discriminatory practices and is compliant with the nondiscrimination policy set forth in the last section of this RFQ.
4. A summary highlighting why Respondent is uniquely qualified to successfully fulfill the requirements of this RFQ.

Section II – Approach and Schedule

1. Include a preliminary project schedule and proposed timeframe for completing the requested deliverables. It is currently estimated that the assessment will occur in July 2024.
2. A description of the Respondent's approach to the project and how this approach will impact not only the implementation of the services requested in the RFQ, but the potential success of the project included in the RFQ. Identify possible challenges associated with the project described in the RFQ and discuss how these challenges will be addressed through the management of the project.
3. A discussion of how the Respondent will control the quality, budget, and schedule for the project.

Section III – Profile & Organization

The profile should include but not be limited to:

1. Information describing the Respondent's current organization, date of incorporation, ownership, corporate office, number of years in business, size of business, services offered, operating philosophy, number of employees and employee demographics.
2. If applicable, information describing any other participating Respondents' current organization, date of incorporation, ownership, corporate office, number of years in business, size of business, services offered, operating philosophy, number of employees and employee demographics.
3. Provide a description of the Respondent's proposed organization for the project. Identify key team members and describe the services, roles, and responsibilities of each. Discuss the relationship of key team members throughout the project. Information should be provided that describes the Respondent's current workload as well as outlines the availability of necessary personnel, equipment and resources needed to satisfy the requirements of this RFQ.

Section IV – Resumes of Key Individuals

Provide professional resumes and job descriptions of the key individuals that will be assigned to this project; describing each member's education, qualifications and experience completing similar facility condition assessments.

Section V – Experience

Provide brief descriptions of projects that Respondent has participated in during the past five years that are similar in size, scope, and type to the facility condition assessment referenced in this RFQ. Specific attention should be paid to previous convention center projects. The firm's role in each project should be clearly identified as well as the role of the team members proposed for this project. Information should include a description of services provided; examples of successful strategies implemented that improved the outcome of the project; and unique characteristics of the project. Include references for each described project. References should include a contact person, address, phone number, and email. References should be prepared to be contacted by the FCCFA.

Section VI – Other Requested Information

To respond to this RFQ, Respondents should provide specific information describing the Respondent's understanding of required services for the project along with a description of any services not provided by the firm and any other pertinent information to the Respondent's work on this project.

Respondents shall provide information pertaining to any outstanding legal actions or potential claims against the Respondent, including a brief description of the pending action. Respondent shall also provide a description of any settlements, or judgments, against the Respondent during the previous 5 years.

ADDITIONAL INSTRUCTIONS, NOTIFICATIONS, AND INFORMATION

FCCFA's Best Interest – the FCCFA reserves the sole right to (1) evaluate the qualifications submitted; (2) waive any irregularities therein; (3) select candidates for the submittal of more detailed qualifications; (4) accept any submittal or portion of a submittal; and/or (5) reject any or all responses to the RFQ, should it be deemed in the FCCFA's best interest to do so. This RFQ is not intended to be an offer, contract, obligation, or commitment of any kind.

Addenda and Modifications – Changes in the specifications or terms and conditions of this RFQ may be made in writing by the FCCFA prior to the required due date. Results of informal meetings or discussions between a Respondent and any FCCFA or GCCC official may not be used as a basis for deviations from the requirements contained within this RFQ and may subject the Respondent to immediate disqualification.

All addenda, amendments, and interpretations to this RFQ shall be in writing. Any amendment or interpretation that is not in writing shall not legally bind the FCCFA. Only information supplied by the FCCFA in this RFQ, or in connection with this RFQ, shall be used in preparing submittals. All contact that a Respondent may have had before or after receipt of this RFQ with any individuals, employees, or representatives of the FCCFA and any information that may have been read in any news media or seen or heard in any communications regarding this RFQ should be disregarded by Respondents in preparing responses to this RFQ.

Clarification – the FCCFA reserves the right to conduct discussions with Respondents who submit proposals, or statements of qualifications, for the purpose of clarifications or corrections regarding a submittal to ensure full understanding of, and responsiveness to, the requirements of this RFQ.

No Gratuities – Respondents shall not offer any gratuities, favors, or anything of monetary value to any official, director or employee of the FCCFA nor its advisors for any purpose or reason that could be construed as influencing the selection process. Any attempt by the Respondent to influence the selection process by any means, other than disclosure of qualifications and credentials through the proper channels, shall be grounds for exclusion from the selection process.

No False Information – Respondents who provide false or misleading information, whether intentional or not, in any of the documents presented to the FCCFA for consideration in the selection process shall be excluded.

Conflicts of Interests – All Respondents must disclose, within their statement of qualifications, the name(s) of any officer, director, agents, or immediate family member (spouse, parent, sibling, child) who is also an employee of the FCCFA or ASM Global or have a familial or business relationship with any FCCFA director. Further, all statements of qualifications must disclose the name of any FCCFA or GCCC employees who own, either directly or indirectly, an interest of 10% or more in the Respondents or any of its affiliates or subcontractors.

Preparation Costs – Under no circumstances will the FCCFA be responsible for any costs incurred by anyone in (a) the submittal of qualifications, (b) in any subsequent follow-up to the submittal, (c) in any subsequent negotiations of a contract, or (d) in any other aspect of the effort to select the most qualified Respondent.

Confidentiality – To the extent permitted by law, the FCCFA will make reasonable efforts to safeguard the confidentiality of confidential information submitted in response to the RFQ, provided that the information is conspicuously marked “CONFIDENTIAL”. The FCCFA will not be required to defend any litigation seeking disclosure of confidential information. The FCCFA will make reasonable efforts to notify a Respondent to give the Respondent opportunity to defend any request or litigation seeking disclosure.

Note that the wholesale use of headers/footers bearing designations such as “confidential”, “proprietary”, or “trade secret” on all or nearly all of a proposal is not acceptable and may be deemed by the FCCFA as a waiver of any exemption claim. The identification of exempt information must be sufficiently specific to allow for the FCCFA to identify the exempt data in responding to public records requests.

Public Records – Respondents are hereby notified that all proposals and qualifications, including without limitation, any and all information and documentation submitted therewith, will be available for public inspection after the award of the contract, in compliance with Ohio Revised Code 149 and other applicable public records laws.

By submitting to the FCCFA a document that the Respondent designates as “confidential” or “trade secret”, the Respondent agrees that in the event a third party brings any action against the FCCFA or any of its officials or employees to obtain disclosure of the document, the Respondent will indemnify and hold harmless the FCCFA and any affected officials and employees from all costs, including attorney’s fees incurred by or assessed against any defendant, of defending against such action. The Respondent also agrees that at the FCCFA’s request, the Respondent will intervene in such action and assume all responsibility for defending against it, and that the Respondent’s failure to do so will relieve the FCCFA of all further obligations to protect the confidentiality of the document. The FCCFA assumes no responsibility for disclosure or use of unmarked data for any purposes.

FCCFA Policies and Ordinances – Respondents should be aware of and therefore familiar with all pertinent ordinances and policies that will relate to contracting with the FCCFA. In the event of any inconsistency or conflict between the process of requirements set forth in this RFQ and

FCCFA policies and ordinances, or other requirements of law, such policies, ordinances, or other requirements shall take precedence.

Right of Refusal – the FCCFA reserves the right to reject any proposal in which the Respondent takes exception to the terms and conditions of this RFQ; or fails to meet the terms and conditions of this RFQ, including but not limited to, the standards, specifications, and requirements specified in this RFQ.

DIVERSITY, EQUITY AND INCLUSION (NON-DISCRIMINATION) POLICY

Through the adoption of this Diversity, Equity and Inclusion Policy (“DEI Policy”) the Franklin County Convention Facilities Authority (“FCCFA”) affirms its commitment to equal opportunity and non-discrimination in all aspects of its operations including, but not limited to, contracting and procurement, employee recruitment and selection, compensation and benefits, professional development and training, promotions, transfers, layoffs, and terminations. Pursuant to this DEI Policy the FCCFA will not participate in either active or passive unlawful discrimination of any type and will strive to maintain an open, diverse, and inclusive workplace for all employees, officers, contractors, and subcontractors.

It is the position of the FCCFA that discrimination of any kind based upon age, sex, race, color, religion, disability, national origin, genetic information, ethnicity, ancestry, sexual orientation, gender identity or expression, family or marital status, military or veteran status, or any other basis prohibited by the laws of the United States, the State of Ohio, or the City of Columbus (“Protected Status”) is prohibited. No person shall be unlawfully denied the benefit of, or otherwise be discriminated against in connection with their employment, the award or performance of any contract, or the modification of any contract or award.

The fundamental tenets of this DEI Policy are as follows:

- All Contractors shall have an equal opportunity to compete with respect to contracting and procurement activities of the FCCFA, regardless of age, sex, race, color, religion, disability, national origin, genetic information, ethnicity, ancestry, sexual orientation, gender identity or expression, family or marital status, military or veteran status, or any other Protected Status;
- No Contractor or FCCFA employee shall have engaged or shall engage in any kind of unlawful discrimination involving age, sex, race, color, religion, disability, national origin, ethnicity, ancestry, genetic information, sexual orientation, gender identity or expression, family or marital status, or any other Protected Status, whether or not such unlawful discrimination is related to the FCCFA or any contract with the FCCFA;
- The FCCFA and any Contractor seeking to do business with the FCCFA shall, whenever possible, craft bid specifications which enable MBE/WBE participation that is consistent with demographics for the City of Columbus;

- The FCCFA through its staff, facility management companies and other contractors will (i) monitor and provide periodic reports to the FCCFA Board of Directors regarding compliance by the FCCFA and its Contractors with this DEI Policy; (ii) collect and record information on the inclusion of minorities and women in their contracting, procurement, and workforce activities; and (iii) analyze data to evaluate the inclusion of minorities and women in the FCCFA's contracting, procurement, and workforce activities. Specific reporting requirements shall include:
 - Semi-annual diversity profile updates from all key service partners and facility management companies;
 - Documentation of contractor compliance with this DEI Policy in any recommendation of award presented to the FCCFA Board of Directors;
 - Monthly board reports describing MWBE participation rates for all ongoing construction projects.

- The FCCFA shall review this DEI Policy periodically to ensure that it effectively promotes and achieves diversity, equity, inclusion, non-discrimination and equal opportunity in connection with the FCCFA's operations, and all contracting and procurement activities; and

- All Contractors and employees shall comply with this DEI Policy. A Contractor's success or failure to comply with this DEI Policy will be a factor in any award of a contract to such Contractor. An employee's success or failure to comply with this DEI Policy will be a factor considered in connection with any disciplinary measures or continued employment with FCCFA.

The FCCFA through its staff, facility management companies and other contractors shall be responsible for implementing, monitoring and evaluating this DEI Policy.

If the FCCFA determines that the objectives of this DEI Policy are not being achieved, the FCCFA Board of Directors may, in their discretion, direct the Executive Director to conduct further investigations into the reasons for not achieving such objectives.

This DEI Policy applies to all contracting and procurement activities of the FCCFA, including contracting for construction, professional and non-professional services and procurement of goods and supplies.

This DEI Policy shall be referenced in each bid and Request for Proposal or Qualifications document issued by the FCCFA. A Contractor's failure to comply with this DEI Policy may result in (a) debarment from participation in future FCCFA contracting opportunities, (b) liability for breach of contract and (c) the enforcement of any other remedies available under the related contract or applicable law.