



**FRANKLIN COUNTY
CONVENTION FACILITIES
AUTHORITY**

COLUMBUS

REQUEST FOR QUALIFICATIONS:

Facility Condition Assessment

Nationwide Arena

Issued: January 13, 2020

Due: January 31, 2020

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 and/or facility management firms interested in performing a facility condition assessment for Nationwide Arena. 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 four parking garages; 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 the improvement, management, and successful operation of these facilities. 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 garages.

Facility Condition Assessment

The FCCFA seeks to engage the services of a qualified architectural/engineering firm and/or facility management firm to provide a review and assessment of the on-going capital needs of Nationwide Arena and to obtain a long-term capital repair, replacement, and improvement program, including potential architectural and technological upgrades.

The selected firm shall conduct an architectural and engineering capital assessment of Nationwide Arena and prepare documentation, as described herein, regarding the condition of Nationwide Arena, recommendations with respect to capital repair and replacement plans and matters relating thereto. 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, or where changes may be made to improve fan experience, operational efficiency, or revenues of the arena.

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.

At a minimum, it is currently expected that the assessment will occur during a non-event day, an event day, and during set-up and tear-down of a 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 arena.

Specific areas of inspection shall include:

1. *Architectural Review*

The architectural review of the arena shall consist of the inspection and evaluation of general architectural components of the building, including, but not limited to, 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 Reviews*

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 generator, site lighting, sports lighting, lighting control systems, energy management systems and fire alarm systems.
- Plumbing
 - Domestic cold and hot water systems, grease traps, bathroom fixtures, drinking fountains, and sewage lift pumps.
- Fire protection
 - Fire pumps, sprinklers, and standpipes.

The selected firm shall:

- Observe and document the physical and operating condition of all mechanical, electrical, plumbing, and fire protection equipment and systems identified above.
- 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 arena. 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 strategic analysis in order to evaluate the condition, capacity, suitability and performance of the arena's structural systems.

Structural systems shall include:

- Catwalks;
- Foundations, basement walls and access tunnels;

- Fixed seating areas;
- Structure to support rigging;
- Walls supporting roofs; and
- Exterior sidewalks and facades.

4. *Electronic Systems Review - Entertainment*

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 production;
- Video distribution; and
- 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 surveillance for efficiency, effectiveness, potential security gaps, and obstructions, and recommend solutions in the following areas:
 - Perimeter door monitoring
 - Seating bowl
 - Operations control (e.g., crowds, concessions, cash rooms, etc.)
 - Building systems (e.g., HVAC units, coolers, etc.)
 - Potential external threats (e.g. surrounding streets, entrances, parking lots, etc.)
 - Review access control systems and control points.
 - Identify potential locations where biometric access controls may be appropriate.
 - Review exterior support/access points and determine appropriate monitoring and control elements.
- 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, Catering and Merchandise Review*

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

- **General Food and Beverage Issues**
 - 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.
- **Concession Stands**
 - Evaluate condition and operation of concession stands and bars.
 - Evaluate condition and operation of counters, menu boards, cooking and preparation equipment, portables, and points of sale.
 - Evaluate condition of casework, wall finishes, and floor finishes.
- **Commissary and Kitchens**
 - Evaluate condition of cooking and food preparation equipment, wall and floor finishes.
- **Team Stores and Portable Merchandise Stands**
 - Evaluate general condition of facilities and equipment, including operational efficiency of points of sale.

7. *Roofs*

The selected firm shall assess the condition of roofing membranes, penetrations, seams and water diversion devices.

8. *Parking*

The selected firm shall perform an assessment of arena parking operations and a review of the physical condition of the arena-managed attached garage. Such assessment shall include an examination of parking operations, a review of parking demand versus supply, and the monitoring of ingress and egress times during peak event days. Recommendations for improving parking operations shall be provided.

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 as part of the venue's existing capital improvement plan. The matrix shall reflect information provided by manufacturers and current facility users based on "best practices" for similar NHL/NBA arenas. 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:

- An executive summary.
- A description of the methodology used in performing the assessment and developing recommendations.
- Full condition assessment that addresses capital requirements, assets, and maintenance reported as outlined below.
- Capital Requirements
 - Searchable / sortable spreadsheet with the following:
 - Capital requirement costs summarized by building systems.
 - Capital requirement costs summarized by priority.
 - Capital requirement costs summarized by category type.
 - Review of the venue's current capital improvement plan with recommended changes based on the facility condition assessment, including a multi-year annual capital expenditure forecast / capital expense matrix (as noted previously).
 - 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;
 - Phased timeline for implementing capital improvement program elements; and
 - Proposed costs for design work contemplated by the program.
- Assets
 - Searchable / sortable spreadsheet with the following:
 - A facility inventory including equipment type, manufacturer, etc.
 - Detailed description of building assets and equipment detailing the observed condition and deficiency cause providing recommendations to correct the deficiency.
 - 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 fan experience, operating efficiencies, and/or additional revenue opportunities for the arena. As to each upgrade, identify other facilities (NHL arenas or otherwise) that have implemented such upgrades and provide information relating to the costs associated with implementing the recommended upgrade.

- Maintenance
 - A priority list and timeline of recommended maintenance improvements, capital repair/replacement of building components and systems, and upgrades of components and systems, including current and deferred maintenance costs for the proposed work.
 - Recommended preventative maintenance program.
- Overall
 - A comprehensive assessment of the areas to be examined with corresponding digital photos and narrative to explain the current condition and for use in explaining and/or justifying the prioritization of recommended corrective actions as applicable.
 - Program for potential arena upgrades of components/systems.
 - Suggested priority list and timeline for all recommended/required items.
 - 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.

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 justify the scope of the funding needed.

SELECTION PROCESS and EVALUATION CRITERIA

The FCCFA will review, evaluate and select an architectural/engineering firm and/or facility management 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 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:	January 31, 2020
Short-list Interviews:	February 12, 2020
Selection of Most Qualified Firm:	February 17, 2020
Facility Assessment:	March 2020
Delivery of Final Assessment Report:	May 2020

REQUIRED SUBMITTALS

One original, ten paper copies, and one electronic copy of submittals shall be delivered to the following addressee on or before January 31, 2020 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) 827-2811

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 January 20, 2020. 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 January 22, 2020.

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 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 March 2020.
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. 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 that made the project interesting. 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.

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 Columbus Arena Management or have a familial or business relationship with any FCCFA director. Further, all statements of qualifications must disclose the name of any FCCFA or Nationwide Arena 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; fails to meet the terms and conditions of this RFQ, including but not limited to, the standards, specifications, and requirements specified in this RFQ.

NON-DISCRIMINATION POLICY

The Franklin County Convention Facilities Authority (“FCCFA”) is committed to equal opportunity and non-discrimination in all aspects of its contracting and procurement activities through the adoption of this Non-Discrimination Policy (“Non-Discrimination Policy”). Pursuant to this Non-Discrimination Policy, the FCCFA will not participate in either active or passive unlawful discrimination of any type.

The FCCFA recognizes that it has a continuing obligation to avoid unlawful discrimination in contracting and procurement activities. Therefore, all Respondents shall not have engaged, and shall not engage, in any kind of unlawful discrimination. Each Respondent, should they be engaged by the FCCFA, shall certify in writing that such Respondent, directly or indirectly, (1) has not engaged, is not engaged, and will not engage in any kind of unlawful discrimination involving race, color, sex, disability, age, religion, veteran status or national origin, or any other basis prohibited by laws of the United States, the State of Ohio or the City of Columbus (“Other Prohibited Basis”), whether or not such discrimination is related to a contract or procurement

activity with or for the FCCFA and (2) will not, for any purpose related to its engagement by the FCCFA, employ or contract with persons or businesses which the Contractor knows or has reason to know have engaged, are engaged, or will engage in any kind of unlawful discrimination involving race, color, sex, disability, age, religion, veteran status or national origin, or Other Prohibited Basis, whether or not such unlawful discrimination is related to a contract or procurement activity with or for the FCCFA.

It is the position of the FCCFA that discrimination against business owners based on race, color, sex, disability, age, religion, veteran status or national origin, or Other Prohibited Basis, is prohibited. No person unlawfully shall be denied the benefit of, or otherwise discriminated against, in connection with the award and/or performance of any contract or award, or modification of any contract or award, between a Contractor and the FCCFA on such basis.

The fundamental tenets of this Non-Discrimination Policy are as follows:

- All contractors should have an equal opportunity to compete with respect to contract and procurement activities of the FCCFA, regardless of race, color, sex, disability, age, religion, veteran status or national origin;
- No contractor shall have engaged or shall engage in any kind of unlawful discrimination involving race, color, sex, disability, age, religion, veteran status or national origin, or Other Prohibited Basis, whether or not such unlawful discrimination is related to a contracting or procurement activity with or for the FCCFA;
- The FCCFA through its staff, management company and other contractors will (i) monitor and provide periodic reports to the FCCFA regarding compliance by the FCCFA and its contractors with this Non-Discrimination Policy; (ii) collect and record information on the use of minorities and women in contracting and procurement activities; and (iii) analyze data to evaluate the utilization of minorities and women in the FCCFA's contracting and procurement activities;
- The FCCFA shall review this Non-Discrimination Policy periodically to ensure that it effectively promotes and achieves non-discrimination and equal opportunity in connection with FCCFA contracting and procurement activities; and
- All contractors shall comply with this Non-Discrimination Policy. A contractor's success or failure to comply with this Non-Discrimination Policy will be a factor in any award of contracts or procurements from the FCCFA to such contractor.

The FCCFA through its staff, management company and other contractors shall be responsible for implementing, monitoring and evaluating this Non-Discrimination Policy.

The FCCFA staff shall periodically review this Non-Discrimination Policy to ensure that it effectively promotes non-discrimination and equal opportunity in connection with the FCCFA's

contracting and procurement activities and periodically report to the Board regarding compliance by the FCCFA and its contractors.

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

This Non-Discrimination 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 Non-Discrimination 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 Non-Discrimination 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.