



Indianapolis Airport Authority

2009 Request for Information and Qualifications

**AIRPORT PROPERTY LAND USE & DEVELOPMENT
STRATEGY**

for

**Indianapolis International Airport
&
General Aviation Reliever Airports**

**Issued
August 31, 2009**

**Responses Due
September 30, 2009**

1.1 Purpose

This is an announcement issued by the Indianapolis Airport Authority (“Authority”). The announcement solicits expressions of interest and information from all qualified firms who wish to be considered as a provider of the services described below (“Respondent”). Qualified firms with such an interest are invited to comply with procedures described below.

This announcement is intended to publicize the opportunity for preparation of an Airport Property Land Use and Development Strategy (Strategy) as described herein. This announcement is intended to initiate the process to provide information to the Authority to evaluate the qualifications and information of Respondents and to determine the actions to be taken to advance a land use and development strategy for available land at Indianapolis International Airport and its general aviation reliever airports / owned land. The selection of a service provider and the award of any contract of the type described herein are within the exclusive judgment and sole discretion of the Authority. Neither, the Authority nor any other person(s) can make a binding obligation, expressed or implied, through the issuance of this announcement or by the receipt and consideration of any responses.

The Airport Property Land Use and Development Strategy will help guide the Authority in determining the highest and best use of available airport land for aeronautical and non-aeronautical short and long term development. The Strategy will include a review and characterization of the available developable property at Indianapolis International Airport and its general aviation reliever airports / owned land and a market/demand assessment of the types of uses that are supportable and suitable for these sites. The assessment will assist the Authority in determining land uses for aeronautical and non-aeronautical uses, and where these uses might be located.

The goal of the Authority is to establish a strategy that provides, within the framework of the Authority’s operational requirements, rules, and obligations, for the full and efficient utilization of all Authority property in a way that benefits the Authority and optimizes commercial revenue development opportunities. As such, a discussion of specific types of development and/or uses that may create areas of overlap and/or synergy among these types of uses and various airport properties should be among the elements of strategy.

Land Use Planning and Development Opportunities

The opening of the Authority’s new terminal resulted in the old terminal area at Indianapolis International Airport becoming available for new aeronautical and non-aeronautical redevelopment opportunities. In addition, other land at Indianapolis International Airport that could have uses compatible with the

Authority's aeronautical requirements is also available for possible redevelopment. The Authority's four reliever airports (Hendricks County, Eagle Creek, Metropolitan, and Mt. Comfort), downtown heliport and other owned land may also have land available outside of their respective aeronautical master planning area for potential non-aeronautical development.

This Request for Information and Qualifications is being issued by the Authority to assess the qualifications of firms to prepare a land use and development strategy to include a recommended plan for aeronautical and non-aeronautical uses, as appropriate. The Authority requests that all interested Respondents submit an expression of such an interest, a statement of qualifications, as well as examples of potential development strategies as outlined in the following paragraphs.

2.1 Scope of Work

The Authority is seeking a Request for Information and Qualifications from qualified firms to prepare a land use and development strategy with respect to the real estate shown in Attachments I through VII.

There are three primary goals the strategy should address:

- Uses that do not create conflicts or constraints to ongoing or future airport operations or aviation related opportunities at each airport.
- Development and uses that create an acceptable rate of return and net positive cash flow for the Authority.
- Development and uses that will, to the extent possible, support economic development and job creation.

In addition, the strategy should consider a number of underlying issues/questions in order to provide the Authority with sufficient guidance for the long-term development of available land. Some of these issues/questions may include:

- What are the appropriate/suitable industries or uses that meet the goals outlined above and the underlying market and demand for these uses;
- Identify limiting factors of the land such as easements, obligations, utilities or lack thereof, environmental issues, or other restrictions to development;
- What costs are associated with the potential development of sites, including site preparation and environmental remediation;
- What are the staffing needs of the Authority to implement the potential development;
- Identification of key sites/land and the steps needed to get the land development ready;
- How should the development of various sites be prioritized and/or phased;

- Identification of reasonable time expectations for the implementation of each of the identified developmental strategies put forth;
- How should the Authority position or market its land holdings; and
- The strategy should provide enough flexibility to allow implementation to be responsive to short-term economics and trends yet provide enough guidance to development decisions within a long-term context.

The primary deliverable of this project is a written report, herein referred to as the "Strategy," with accompanying maps and technical appendices to support the findings, conclusions, and recommendations contained in the Strategy.

The major tasks of the Scope of Work and subsequent elements of the Strategy may include:

- Review, verify, and characterize that portion of the inventory of available developable property under airport ownership that should be retained for future aviation-related development and property not necessary for airport operations that may be available for potential non-aviation development. The strategy should include a legal/zoning review, an infrastructure review, and a financial/economic analysis, including a competitive analysis. This will include a review and verification of initial information, available site-related documents and maps that will be provided by the Authority as well as conducting interviews with Airport staff and others to verify the location and quantify the acreage of potentially developable sites as well as any technical, regulatory, and/or policy issues or constraints that impact those sites such as runway and instrument approach/departure clearance and safety zones, building height limitations, and use restrictions. The strategy should also include a feasibility assessment of those site conditions that will affect the development capacity of each site for aeronautical and non-aeronautical development including but not limited to, environmental issues and utility capacities and locations.
- Assess industry and market trends and opportunities with a focus on uses which are supportable by and appropriate for the available developable property and which meet the primary goals of this project. Discuss and provide recommended land uses, industry or development types for each of the development sites through a market analysis process to include but not be limited to supply and demand dynamics (e.g. vacancy rates, absorption rates, etc.), including ranking of potential land uses, and a description of the competitive position of each site studied through a realistic analysis of the near-, mid- and long-term economic and financial return opportunities and challenges associated with each site.

- Provide a recommended development schedule/time frame, including the phasing or timing of installation or relocation of utilities and infrastructure and construction of speculative buildings necessary to support this development schedule. Some sites/uses/development types as well as some of the available sites may present early investment opportunities while other sites/uses/development types may require significant infrastructure investments or for market reasons necessitate a longer development cycle. This element of the Strategy should address both the financial and logistical considerations of infrastructure and/or building construction, including the influence of current and anticipated market demand, up-front costs to make sites developable, and the cash flow impacts of the proposed schedule/phasing, and market for third-party developer involvement.

3.1 SUBMISSION INFORMATION

Interested firms and/or teams are invited to respond to this Request for Information and Qualifications through the submission of a detailed transmittal letter which summarizes the Respondent's ability to deliver an Airport Property Land Use and Development Strategy, based on the Purpose outlined in Section 1.1 of this document and as defined in the proposed Scope of Work outlined in Section 2.1 of this document. In addition, the transmittal letter must include:

1. A concise overview of the requested products and services proposed by the Respondent in response to this RFQ. By reading the overview, the Authority must be able to gain a comfortable grasp at a general level of the products and services to be provided and the methods proposed by the Respondent to provide them. Examples should be used whenever possible, including submission of at least one (1) copy of a similar Strategy document developed by your firm / team; these items may be included in the appendix and will not be included in the total page proposal requirement.
2. A description of the project approach and manner in which the Respondent will fulfill the requirements of the scope of work, as currently drafted in Section 2.1 of this document. Please include a discussion of (a) the unique challenges of developing airport property, (b) the impact of potential environmental remediation on redevelopment, and (c) the availability of public or private incentives for redevelopment. Examples should be used whenever possible; these items may be included in the appendix and will not be included in the total page proposal requirement.
3. A description of any similar airport and/or commercial property land use and development strategy and/or Implementation that your firm /

team has been responsible for in the past three (3) years, including a specific listing of the individuals in the firm / team who were involved in those projects and their roles and a discussion of the outcomes of the strategy or implementation. This item should demonstrate fully the Respondent's depth and experience with development strategies for airports in regards to airport land use evaluations, airport planning, commercial real estate development, land re-use and strategy development, along with implemented economic development strategies. In addition, the firm/team must demonstrate its capable working knowledge of the Airport's operations and an understanding of FAA regulations.

4. Identification of all persons that will be actively engaged in this project; including summaries of their backgrounds, relevant experience and qualifications which correlate to the type of services being sought by the Authority. The submission should include major clients and projects each individual has worked on in the last five (5) years to evaluate the professional reputation of the firm(s), at least three (3) references to contact regarding the work and satisfaction of clients, and the specific responsibility/role that each individual will have on this project. Must demonstrate the capacity and capability of the Respondent with respect to such factors as cost control, quality of work, and ability to commit to the project and meet schedules. Office addresses should also be provided for each individual proposed. Identify the Project Manager who will assume day to day responsibility for interactions with the Authority and a description of the approach used in managing Respondent's, and any subcontracting firm's, professional resources.
5. Company Financial Information, including the Respondent's income statement and a balance sheet for each of the two most recently completed fiscal years. If the organization(s) includes more than one product division, separate financial statements must be provided for the division responsible for the development and marketing of the requested products and services.
6. The legal form of the Respondent's business organization, the state in which incorporated (if a corporation), the types of business ventures in which the organization is involved, and a chart of the organization are to be included in this section. If the organization includes more than one product division, the division responsible for the development and marketing of the requested products and services in the United States must be described in more detail than other components of the organization. If the Respondent is a team of multiple organizations, the teaming arrangement must be described in this section.

4.1 General Information

1. **SUBMISSION, INQUIRIES & TIMELINE.** Any person interested in any of the contracting opportunities identified should make a submission as described above. Each submission should consist of one original and five (5) copies, along with one electronic copy on cd. Submissions should be presented as 8 ½ x 11 inch documents or as documents easily folded to that size. Response must be no longer than 20 pages (excluding appendices) of 10 pt. type with margins at minimum of 1" (the Authority welcomes double-sided print).

Each submission should clearly identify the entity making the submission. The uses of the terms "person" and "firm" in this announcement do not indicate any preference by the Authority with respect to the type of entity, including individual person, with whom it will contract. However, each single-project or other special purpose entity making a submission will be expected to have adequate financial and legally binding support from its founding entities. Each submission should also clearly identify the firm's point of contact.

Each submission should be mailed to:

Indianapolis Airport Authority
RFQ Airport Property Land Use & Development Strategy
Attention: Rebecca J. Reddick, Procurement Manager
7800 Col. H. Weir Cook Memorial Drive, Suite 100
Indianapolis, Indiana 46241

Following receipt and review of the submissions, the Authority in its sole discretion may select and invite proposals from a limited but reasonable number of Respondents who have expressed interest in the services requested. Following review of the responses to this request, the Authority may seek supplemental information, or conduct preliminary interviews or final interviews. The Authority does reserve the right, in its sole and absolute discretion, to make a selection based solely upon the submissions to this Request for Qualifications. The schedule for selection will vary based upon the nature of and need for the service and the magnitude of the responses to this announcement.

Submissions must be received by the Authority no later than 12:00 Noon (EST) on September 30, 2009. Submissions received after the due date and time will not be considered.

INQUIRIES ABOUT THE RFQ

All inquiries and requests for information affecting this RFQ must be submitted in writing to:

AIRPORT PROPERTY LAND USE & DEVELOPMENT STRATEGY RFQ

Rebecca J. Reddick, Procurement Manager
Indianapolis Airport Authority
7800 Col. H. Weir Cook Memorial Drive, Suite 100
Indianapolis, IN 46241

E-mail: reddick@indianapolisairport.com

no later than 12:00 p.m. EDT on September 11, 2009. The Authority reserves the right to determine whether any questions should be answered. If responses are provided, the responses will be written. Copies of the written responses will be issued via Addendum and available on the Indianapolis International Airport website. No negotiations, decisions or actions shall be initiated by any Respondent as a result of any verbal discussion with any consultant of the Authority or with any Authority employee.

Inquiries are not to be directed to any consultant or staff member of the Authority. Such action may disqualify Respondent from further consideration for a contract as a result of this RFP. The use of e-mail to reddick@indianapolisairport.com or faxing to 317.487.5079 for submitting questions is encouraged.

This RFQ document and any addendum(s) to this RFQ document will be available at www.indianapolisairport.com.

TIMELINE

The following timeline is intended to illustrate the anticipated time line for the RFP.

<u>ACTIVITY</u>	<u>COMPLETION DATE</u>
RFQ available	Aug 28, 2009
Written questions due (at noon)	Sept 11, 2009
Written responses to questions released	Sept 17, 2009
Submission of Info & Qualifications due (at noon)	Sept 30, 2009
Selection recommendation to Exec Director/CEO	Oct 09, 2009
Final Scope of Work Issued	Oct 15, 2009
Final negotiations with selected Respondent	Oct 16 – Nov 6, 2009
Anticipated Contract Execution	No later than Nov 20, 2009

2. **BUSINESS DIVERSITY PROGRAM.** In accordance with policy established by the Board of the Indianapolis Airport Authority, the Executive Director/CEO has determined that there is a reasonable expectation of minority and women-owned business enterprise participation in this Work. Therefore, contract goals of 9% MBE and 5% WBE business participation have been established. All Respondents and all their subcontractors are required to make good faith efforts to meet these goals. Compliance with these contract goals will be considered a demonstration of the Respondent's responsiveness and responsibility. Failure to comply may result in the determination of the Respondent as non-responsible.

3. **CONFIDENTIAL INFORMATION.** In the event Respondent provides to the Authority proprietary data/material related to this announcement and the Respondent requests in writing that such proprietary data submitted not be disclosed by the Authority, this information should be placed in a separate, marked envelope and the Authority will review the request in conformance with the Indiana Access to Public Records Act, Indiana Code chapter 5-14-3 and notify the Respondent of its determination.

BALANCE OF THIS SHEET IS LEFT INTENTIONALLY BLANK