Docusign Envelope ID: 4A5F48DE-4AE2-45C8-B114-9A47A02EF44B

City of Jacksonville, Florida

Procurement Award Form (PAF)

Part 1 – Form Type: JPAC 126.204 (a) New Award, Renewals, Waive Technical Defects, Price Increases, NTE Increases.

Goods and/or Services: Financial Consulting Services

Requested Action and Justification:

Recommend approval to enter into contract negotiations and agreement for services with multiple respondents as listed below for Scope A:

1. BJH Advisors LLC - 80.67
2. CHMWarnick Inc - 82.00
3. PFM Group Consulting LLC - 79.00

Recommend approval to enter into contract negotiations and agreement for services with the top respondent for Scope B:

1. BJH Advisors LLC - 84.67

The results of the negotiations for Scope A and Scope B will be brought back to JPAC for approval.

Supplier:	Multiple	**Basis of Award:**	Highest Evaluated	**BID Opening Date:**	01/20/2026

POA #:	N/A	**PO #:**	N/A	**Change Order #:**	N/A
Solicitation #:	RFP-NONCON 17340 26	**Contract #:**	N/A	**Contract ADM #:**	N/A
Term:	1 year	**Options:**	2, 1-year	**Options Used:**	N/A

Federally Funded:	No	**JSEB Rec:**	Encouragement
Licenses Verified:	No	**JSEB %:**	0
Bonds Required:	No	**Bonds Waived Pursuant To:**	N/A

Fund:	00111	**Center:**	135102	**Acct:**	531090	**Proj:**	000000	**Activity:**	00000000	$ 0
Fund:	10801	**Center:**		**Acct:**	531090	**Proj:**	000000	**Activity:**	00001278	$ 0
Fund:	10802	**Center:**	135115	**Acct:**	531090	**Proj:**	000000	**Activity:**	00001278	$ 0

New NTE/GMP:	$ 0	**Contingent Amt:**	$ 0	**DMP/ODPO Amt:**	$ 0

Using Agency/BU:	DIAD:DOWNTOWN INVESTMENT AUTHORITY		
Concurrence:	Signed by: 8B55BE02F54489...	**Title:**	DOWNTOWN INVESTMENT AUTHORITY CEO 2/12/2026
Concurrence:	Signed by: DeVault, Allan 47EEAAF69A4C48C...	**Title:**	CRA REDEVELOPMENT MANAGER 2/16/2026
Concurrence:		**Title:**	
Concurrence:		**Title:**	

Procurement Analyst/Buyer:	Signed by: Ruth Keith C58E7E28D7654E9...	**Chief of Procurement:**	Signed by: B10F1D517352456... 2/17/2026
Name:	Ruth Keith	**Name:**	Dustin L. Freeman

Part 2 – JPAC Action: All award actions subject to lawfully appropriated funds.		**Part 3 – Final Awarding Authority Action:**	
Members who approve:		**Action:**	
Members who disapprove:		**Signature:**	
Date:		**Date:**	

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PAF Instructions
Part 1 (using agency)

Form Type: This form will be used for both Administrative Awards and JPAC Requests. Select type from dropdown options.

Goods and/or Services: Enter a brief description of the types of goods and services included in the request.

Requested Action and Justification: Enter a brief description of the requested action or authority being sought. i.e.; *Request permission to award the lowest, responsive responsible bidder for an ITB or award the highest ranked supplier for an RFP.* This block should also be used for additional information such as additional 4th account strings, or other information essential for contract execution.

Supplier: Enter awarded supplier name**.** If multiple, include in "Requested Action and Justification" box.

Basis of Award: Select from Lowest Price Technical Acceptable (LPTA), Highest Price Technical Acceptable (HPTA) or N/A.

Bid Opening Date: The date bids were unsealed by Procurement.

POA #: This is your 1Cloud generated Agreement number. Select Type, Enter Number.

PO #: Enter the PO number or agreement release number.

Change Order #: Provide the applicable change order number represented by this request.

Solicitation #: Select Prefix type, Enter Number, and Year.

Contract #: This number should be the same as your POA number (unless procured prior to 2020)

Contract Amendment #: Provide the applicable amendment number represented by this request.

Term: Select the Period of Performance or Term for the initial period.

Options: Period of time for each renewal or option.

Options Used: Prior to this request, enter how many options were already used.

Federally Funded: Select yes or no from dropdown if Federal Funds will be used.

JSEB Rec: Select Encouragement or JSEB Set Aside Option.

JESB %: If JSEB Participation, enter the percentage.

Bonds Waived Pursuant to: Select option from Drop down.

Funding Sources: Fund/Center/Account/Project/Activity, all fields are required even if zeros.

New NTE/GMP: Enter the new total not to exceed amount. Note, this should match the contract maximum indebtedness, if applicable**.**

Contingent Amount: If your agency requests an allowance for unforeseen additional expenses, then specify the amount of your requested increase and new NTE that represents the contingency allowance. This is over and above any quote.

DMP/ODPO Account: Enter the Direct Materials Purchase/Owner Direct Purchase Order Account. Used mainly for CIP (Capital Improvement/Construction) Projects

Using Agency/BU: Select one from the dropdown list.

Concurrence: Using Agency internal routing requirements for Electronic Signatures (follow Proc Manual for threshold requirements)

Title: Title of person electronically signing form.

Attachments: Included any supplemental information to the Procurement Award Form. i.e.; *Scope of work, previous awards*.

**Any field where there is no data available, or no entry is required, either leave it blank or enter N/A. Any fields where there is known data, include for informational purposes. Any changes to an original award should contain the data that is being changed and any other relevant data required for JPAC review and approval.*

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DOWNTOWN INVESTMENT AUTHORITY
117 West Duval Street #310, Jacksonville, Florida 32202
(904) 255-5302 | https://dia.coj.net/

MEMORANDUM

TO: Dustin Freeman, Chief of Procurement

FROM: Colin Tarbert, Chief Executive Officer

DATE: February 12, 2026

SUBJECT: Award: RFP 17340-26 Financial Consultant

In response to RFP 17340-26, the City received seven (7) responses for Scope 'A' of the solicitation, each of which was considered to be complete and responsive. The Evaluation Committee members independently graded each of the responses; the averaged scores are as follows (in alphabetical order):

Respondent	Averaged Score
BJH Advisors LLC	80.67
Baker Tilly Advisory Group Parent LP	60.00
CBRE, Inc.	74.33
CHMWarnick, Inc.	82.00
MuniCap, LLC	67.00
PFM Group Consulting LLC	79
Robertson Design LLC	69.33

The DIA desires to enter into contract negotiations and an agreement for services with the top three (3) respondents:

(2) BJH Advisors LLC	80.67
(1) CHMWarnick, Inc.	82.00
(3) PFM Group Consulting LLC	79

In response to RFP 17340-26, the City received seven (7) responses for Scope 'B' of the solicitation, each of which was considered to be complete and responsive. The Evaluation Committee members independently graded each of the responses; the averaged scores are as follows (in alphabetical order):

Respondent	Averaged Score
BJH Advisors LLC	84.67
Baker Tilly Advisory Group Parent LP	74.33
CBRE, Inc.	78.68
Lambert Advisory, LLC	75.33
MuniCap, LLC	75.67
PFM Group Consulting LLC	81.33
Robertson Design LLC	69.33

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The DIA desires to enter into contract negotiations and an agreement for services with the top respondent to Scope 'B', RFP 17340-26, BJH Advisors LLC:

(1) BJH Advisors LLC	84.67
(3) CBRE, Inc.	78.68
(2) PFM Group Consulting LLC	81.33

Financial Consulting Services – Incentive Evaluation and Program Design

RFP-17340-26

Scope of Work (Section A)

Total Points	30 Points	25 Points	5 Points	15 Points	5 Points	5 Points	5 Points	10 Points	OVERALL	Rank	Comment
Suppliers	Relevant Experience and Comparable Projects including Experience and Qualifications of Key Personnel	Understanding of DIA's Needs and Approach / Work Plan	Financial Responsibility and Capacity	Past and Present Record of Performance	Current and Projected Workload	Proximity to Project / Availability	Small Business and Diverse Market Place Status	Ability to Meet Time and Budget Requirements	Total Points (100 max)		
BJH Advisors LLC											
Colin Tarbert	25.00	22.00	3.00	13.00	4.00	2.00	0.00	9.00	78.00		
Guy Parola	26.00	23.00	5.00	12.00	4.00	2.00	3.00	8.00	83.00		
Allan DeVault	22.00	22.00	4.00	11.00	5.00	3.00	5.00	9.00	81.00		
Average	24.33	22.33	4.00	12.00	4.33	2.33	2.67	8.67	**80.67**		
Baker Tilly Advisory Group Parent LP											
Colin Tarbert	21.00	17.00	5.00	12.00	4.00	3.00	0.00	8.00	70.00		
Guy Parola	15.00	20.00	5.00	6.00	2.00	3.00	2.00	4.00	57.00		
Allan DeVault	14.00	15.00	5.00	2.00	4.00	2.00	3.00	8.00	53.00		
Average	16.67	17.33	5.00	6.67	3.33	2.67	1.67	6.67	**60.00**		
CBRE, Inc.											
Colin Tarbert	20.00	15.00	5.00	12.00	4.00	4.00	1.00	7.00	68.00		
Guy Parola	20.00	20.00	5.00	12.00	4.00	4.00	3.00	8.00	76.00		
Allan DeVault	22.00	22.00	5.00	10.00	3.00	5.00	4.00	8.00	79.00		
Average	20.67	19.00	5.00	11.33	3.67	4.33	2.67	7.67	**74.33**		
CHMWarnick, Inc.											
Colin Tarbert	28.00	23.00	4.00	14.00	4.00	4.00	0.00	6.00	83.00		
Guy Parola	25.00	22.00	5.00	11.00	4.00	4.00	2.00	8.00	81.00		
Allan DeVault	26.00	23.00	1.00	12.00	4.00	4.00	3.00	9.00	82.00		
Average	26.33	22.67	3.33	12.33	4.00	4.00	1.67	7.67	**82.00**		
Lambert Advisory, LLC											
Colin Tarbert									0.00		
Guy Parola	NA	NA	NA	NA	NA	NA	NA	NA	0.00		
Allan DeVault									0.00		
Average	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**		
MuniCap, LLC											
Colin Tarbert	20.00	19.00	4.00	13.00	4.00	4.00	0.00	8.00	72.00		
Guy Parola	12.00	12.00	5.00	6.00	2.00	3.00	2.00	5.00	47.00		
Allan DeVault	24.00	24.00	3.00	13.00	4.00	3.00	3.00	8.00	82.00		
Average	18.67	18.33	4.00	10.67	3.33	3.33	1.67	7.00	**67.00**		
PFM Group Consulting LLC											
Colin Tarbert	22.00	19.00	4.00	12.00	3.00	3.00	0.00	10.00	73.00		
Guy Parola	27.00	22.00	5.00	11.00	4.00	3.00	2.00	8.00	82.00		
Allan DeVault	24.00	23.00	4.00	13.00	3.00	3.00	4.00	8.00	82.00		
Average	24.33	21.33	4.33	12.00	3.33	3.00	2.00	8.67	**79.00**		
Robertson Design LLC											
Colin Tarbert	19.00	16.00	4.00	11.00	3.00	3.00	0.00	7.00	63.00		
Guy Parola	24.00	24.00	5.00	9.00	4.00	2.00	2.00	8.00	78.00		
Allan DeVault	22.00	18.00	2.00	10.00	4.00	1.00	2.00	8.00	67.00		
Average	21.67	19.33	3.67	10.00	3.67	2.00	1.33	7.67	**69.33**		

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			Scope of Work (Section B)								
Total Points	30 Points	25 Points	5 Points	15 Points	5 Points	5 Points	5 Points	10 Points	OVERALL	Rank	Comment
Suppliers	Relevant Experience and Comparable Projects Including Experience and Qualifications of Key Personnel	Understanding of DIA's Needs and Approach / Work Plan	Financial Responsibility and Capacity	Past and Present Record of Performance	Current and Projected Workload	Proximity to Project / Availability	Small Business and Diverse Market Place Status	Ability to Meet Time and Budget Requirements	Total Points (100 max)		
BJH Advisors LLC											
Colin Tarbert	27.00	21.00	4.00	13.00	4.00	2.00	0.00	9.00	80.00		
Guy Parola	26.00	24.00	5.00	14.00	4.00	2.00	3.00	8.00	86.00		
Allan DeVault	26.00	24.00	4.00	12.00	5.00	3.00	5.00	9.00	88.00		
Average	26.33	23.00	4.33	13.00	4.33	2.33	2.67	8.67	**84.67**		
Baker Tilly Advisory Group Parent LP											
Colin Tarbert	23.00	19.00	5.00	12.00	4.00	3.00	0.00	7.00	73.00		
Guy Parola	24.00	22.00	5.00	10.00	2.00	3.00	2.00	8.00	76.00		
Allan DeVault	24.00	18.00	5.00	10.00	4.00	2.00	3.00	8.00	74.00		
Average	23.67	19.67	5.00	10.67	3.33	2.67	1.67	7.67	**74.33**		
CBRE, Inc.											
Colin Tarbert	23.00	17.00	5.00	12.00	4.00	4.00	0.00	7.00	72.00		
Guy Parola	21.00	21.00	5.00	15.00	4.00	4.00	3.00	8.00	81.00		
Allan DeVault	26.00	20.00	5.00	12.00	3.00	5.00	4.00	8.00	83.00		
Average	23.33	19.33	5.00	13.00	3.67	4.33	2.33	7.67	**78.67**		
CHMWarnick, Inc.											
Colin Tarbert									0.00		
Guy Parola	NA	NA	NA	NA	NA	NA	NA	NA	0.00		
Allan DeVault									0.00		
Average	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	**0.00**		
Lambert Advisory, LLC											
Colin Tarbert	25.00	19.00	4.00	13.00	2.00	4.00	0.00	8.00	75.00		
Guy Parola	25.00	23.00	5.00	11.00	3.00	3.00	2.00	8.00	80.00		
Allan DeVault	25.00	22.00	0.00	12.00	2.00	3.00	0.00	7.00	71.00		
Average	25.00	21.33	3.00	12.00	2.33	3.33	0.67	7.67	**75.33**		
MuniCap, LLC											
Colin Tarbert	26.00	20.00	4.00	12.00	4.00	4.00	0.00	5.00	75.00		
Guy Parola	20.00	20.00	5.00	10.00	2.00	3.00	2.00	5.00	67.00		
Allan DeVault	26.00	24.00	3.00	14.00	4.00	3.00	3.00	8.00	85.00		
Average	24.00	21.33	4.00	12.00	3.33	3.33	1.67	6.00	**75.67**		
PFM Group Consulting LLC											
Colin Tarbert	25.00	19.00	4.00	12.00	3.00	4.00	0.00	8.00	75.00		
Guy Parola	25.00	22.00	5.00	13.00	4.00	3.00	2.00	8.00	82.00		
Allan DeVault	28.00	23.00	4.00	13.00	4.00	3.00	4.00	8.00	87.00		
Average	26.00	21.33	4.33	12.67	3.67	3.33	2.00	8.00	**81.33**		
Robertson Design LLC											
Colin Tarbert	21.00	18.00	4.00	11.00	2.00	3.00	0.00	7.00	66.00		
Guy Parola	25.00	25.00	5.00	12.00	4.00	2.00	2.00	8.00	83.00		
Allan DeVault	14.00	16.00	2.00	10.00	4.00	1.00	2.00	8.00	57.00		
Average	20.00	19.67	3.67	11.00	3.33	2.00	1.33	7.67	**68.67**		

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Award Solicitation: Financial Consulting Services – Incentive Evaluation and Program Design

Solicitation **RFP - Non-Construction 17132**	Responses Received: **0**	Unique Responses: **0**
Procurement BU **CCO Dfw**	Active Responses: **0**	Will Participate: **0**
Close Date **1/29/2026 16:00**	Shortlisted Responses: **0**	Responded: **0**
Solicitation Currency **USD**		

Line Summary

Line	Item	Item Rev Num	Supplier	Business Relationship	UOM	Estimated Quantity	Estimated Total Amount	Award	Agreement Quantity/Rank	Response Price	Score	Response Minimum Release Amount	Supplier Site	Response	Target Minimum Release Amount	Category Name	Line Type
1 Please size for 'All'			Alvarez & Associates,Inc.	Sourced Supplier				No	1	1.00	100.00			1676		918.10 Project/Uncategorized	Fixed
1 Please size for 'All'			Alvin Adams LLC	Prospective				No	2	1.00	100.00	1.00		1679		918.10 Project/Uncategorized	Fixed
1 Please size for 'All'			Cedar, Inc.	Sourced Supplier				No	3	1.00	100.00	1.00		1680		918.10 Project/Uncategorized	Fixed
1 Please size for 'All'			Crowe Horwath Tx	Prospective				No	4	1.00	100.00			1682		918.10 Project/Uncategorized	Fixed
1 Please size for 'All'			Grant Adams, LLC	Prospective				No	5	NA.00.00	100.00			1683		918.10 Project/Uncategorized	Fixed
1 Please size for 'All'			Martin, Inc.	Sourced Supplier				No	6	1.00	100.00			1684		918.10 Project/Uncategorized	Fixed
1 Please size for 'All'			Rodriguez Consulting LLC	Sourced Supplier				No	7	1.00	100.00	1.00	Dallas	1685		918.10 Project/Uncategorized	Fixed
1 Please size for 'All'			Robertson Navigation	Sourced Supplier				No	8	1.00	100.00	1.00		1686		918.10 Project/Uncategorized	Fixed

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Award Solicitation: Financial Consulting Services – Incentive Evaluation and Program Design

Solicitation **RFP - Non-Construction 17340** Procurement BU **COJ BU** Close Date **1/20/2026 16:00** Solicitation Currency **USD**	Responses Received **9** Active Responses **8** Shortlisted Responses **8**	Invited Suppliers **327** Will Participate **4** Responded **8**

Overview

	Baker Tilly Advisory Group Parent, LP Response: 456678	BJH Advisors LLC Response: 457875	CBRE, Inc. Response: 456647	CHMWarnick, Inc. Response: 456693	Lambert Advisory, LLC Response: 456664	MuniCap, Inc. Response: 456698	PFM Group Consulting LLC Response: 456690	Robertson Design LLC Response: 457883
Business Relationship	Spend Authorized	Prospective	Spend Authorized	Prospective	Prospective	Spend Authorized	Spend Authorized	Spend Authorized
Supplier Site							Ordering	
Supplier Contact	Larsen, Sunny	Tester, Matthew	Friedfeld, Sarah	Bolduc, Alayna	Liff, Eric	Feimi, Joana	Powell, Colette	McGough, Cailin
Response Status	Active	Active	Active	Active	Active	Active	Active	Active
Shortlist Status	Included	Included	Included	Included	Included	Included	Included	Included
Response Amount	1.00	1.00	1.00	1.00	94,000.00	1.00	1.00	1.00
Overall Rank	1	7	4	3	8	5	2	6
Total Award Amount								
Time of Response	1/13/2026 4:19	1/20/2026 15:58	1/20/2026 12:30	1/20/2026 10:59	1/20/2026 4:04	1/20/2026 13:54	1/13/2026 13:46	1/20/2026 15:35
Response Valid Until								
Reference Number								
Note to Buyer								
Attachments	Yes	Yes	No	Yes	Yes	No	No	No

Requirements (View Scoring Criteria)

Requirement	Target Value	Baker Tilly Advisory Group Parent, LP Response: 456678	BJH Advisors LLC Response: 457875	CBRE, Inc. Response: 456647	CHMWarnick, Inc. Response: 456693	Lambert Advisory, LLC Response: 456664	MuniCap, Inc. Response: 456698	PFM Group Consulting LLC Response: 456690	Robertson Design LLC Response: 457883
Total Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1. Affirmation									
1. Type name, title, and e-mail of person submitting bid in the comments box.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
Comments		Jolena Presti, Managing Director, jolena.presti@bakertilly.com	Matthew Tester - Director, BJH Advisors LLC; mtester@bjhadvisors.com	Sarah Friedfeld Director of Business Development, Public Institutions & Education Solutions sarah.friedfeld@cbre.com	Chad F. Sorensen Managing Director/CEO csorensen@chmwarnick.com	Eric Liff, Principal eliff@lambertadvisory.com	Joana Feimi, Director, joana.feimi@municap.com	Matthew Stitt, Managing Director, stittm@pfm.com	Cailin McGough, Chief of Staff, cailin@capexadvisory.com
2. Type name of company in the comments box.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
Comments		Baker Tilly Advisory Group, LP	BJH Advisors LLC	CBRE, Inc.	CHMWarnick, Inc.	Lambert Advisory, LLC	MuniCap, Inc.	PFM Group Consulting LLC	Robertson Design LLC d/b/a Cap Ex Advisory Group
3. No Alterations: Bidder has not altered the original Solicitation Document in any way and further understands that any such alteration of the original solicitation document may result in rejection of the bid.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
4. Solicitation Silence: The Solicitation Silence policy is in effect for this solicitation and all communications related to this solicitation must be in writing to the designated procurement representative. Violations of the solicitation silence policy may result in the rejection/disqualification of the submission.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
5. Legal authorization and solicitation specific minimum requirements: All bidders must be legally authorized to do business in Duval County and shall comply with all minimum requirements for this bid. Failure to submit evidence for meeting any of these requirements may be grounds for rejection. Vendor shall provide proof of applicable local business licenses and particulars such as specific licensure, experience on similar projects, years of expertise in the area etc.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
Comments			Acknowledged	Confirmed, CBRE is legally authorized to do business in Duval County and complies with all minimum requirements for this bid.	CHMWarnick, Inc. is authorized to do business in the state of Florida and is in compliance with all requirements for this bid. Proof has been included in our overall proposal document.				Acknowleged
6. Certification of No Conflict of Interest: Supplier certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Supplier's company. Supplier must complete and submit the attached Conflict of Interest Statement fully detailing any potential conflicts.		a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.	a. Contractor certifies that no official or employee of the City or independent agency requiring the goods or services described in the specifications has a material financial interest in the Contractor's company.
7. Equal Business Opportunity Program: Pursuant to Part 6 of Chapter 126, Jacksonville Ordinance Code, the City of Jacksonville encourages the utilization and participation of Jacksonville Small and Emerging Businesses (JSEBs) in its contract awards based upon availability. It is the City's intent in adopting this program to reflect the philosophy with regards to enhancing participation of JSEBs in all areas of		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
8. Electronic Signature: I understand this acknowledgment serves as my electronic signature and has the same force and effect as my manual signature.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
2. Submittal Statement									
1. Submittal Statement Bidder certifies that this proposal is made in good faith, without collusion or connection withany other entity bidding on this work. Bidder has examined and read all Drawings, Specifications, General and Special Conditions,and other Contract Documents, and all Addenda thereto; and is acquainted with and fullyunderstands the extent and character of the work covered by this Proposal and the specifiedrequirements, for the proposed work. Bidder certifies that no officer or agent of the CITY will directly or indirectly benefit from this bid.Bidder states that this Proposal is made in conformity with the Contract Documents and agreesthat in case of any discrepancy or differences between its Proposal and the Contract Documents,the provisions of the latter shall prevail. Bidder certifies that it has carefully examined the foregoing Proposal after the same wascompleted and has verified every item placed thereon; and agrees to indemnify, defend and saveharmless the CITY against any cost, damage or expense which may be incurred or caused by anyerror in the Bidder's preparation of same. Bidder states that all applicable taxes are included in the unit prices or Lump Sum Bid andacknowledges this project is not exempt from the State or Local Sales or Use taxes, and paymentof such taxes is the responsibility of the Bidder. The undersigned Bidder agrees to keep its bid in effect for 120 calendar days after theBid Opening date to allow the CITY time to award the bid, should it be awarded, and timeto prepare and execute the contract (or issue the purchase order). This time period begins atthe time bids are opened and ends upon the issuance of Notice to Proceed (NTP) by the CITY.The bid prices shall remain in effect throughout the life of the Contract. Failure of the CITY toissue NTP within the specified time period shall allow Bidder to withdraw its Bid andterminate its contract without penalty or forfeiture of Bid Bond. Failure of the CITY to issueNTP within the specified time period shall not entitle Bidder to an adjustment of its Bid prices,unless mutually agreeable by the CITY. Bidder certifies, under penalty of perjury and contract rescission, that it has all required licenses toperform the work required to fulfill the terms of the contract resulting from a successful bid.Furthermore, the Bidder affirms that all subcontractors requiring to be licensed are listed in itsresponse and are properly licensed to perform work on their respective portions of this project.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
3. General Requirements									
1. **Scope of Services**: The Downtown Investment Authority ("DIA"), serving as the Community Redevelopment Agency (CRA) for Downtown Jacksonville, seeks proposals from qualified financial consultants with demonstrated expertise in real estate project underwriting, incentive structuring, and economic development finance. The Downtown Investment Authority's jurisdictional boundary is included as Exhibit A to this solicitation as outlined in the bid documents provided. **See the attachment(s) for additional information.** The scope of this solicitation is twofold: i. To provide transaction-level financial analysis and negotiation support for individual private development projects seeking public incentives (e.g., Recaptured Enhanced Value Grants, completion grants, loans, or other subsidies). Note: DIA incentives are included as Exhibit B to this solicitation; and ii. To conduct a comprehensive policy and market evaluation of DIA's incentive programs to guide a more predictable, performance-based, and market-responsive framework moving forward. Respondents may submit proposals for both Scopes of Work (Sections A and B) or for only one Scope of Work (either Section A or Section B). Each Scope of Work identified in Sections A and B will be evaluated and scored individually using the Evaluation and Scoring Criteria outlined in this solicitation.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
2. Specifications: Provide all items or services as identified on each line or identified below in accordance with all other Terms and Conditions specified herein.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
3. Proposals must satisfy the following mandatory minimum requirements to have their responses evaluated. By submitting a response, Proposals warrants and represents that it satisfies these requirements. Failure to meet these requirements will result in the response not being evaluated and being rejected as non-responsive. i. Minimum five (5) years of experience in economic development, finance and related advisory services; real estate financial analysis, modeling, incentive underwriting, or public-private transaction structuring; and expertise in the use of appropriate technology including Microsoft Excel and other Microsoft Office Suite products. Proposals Shall Include: a. Firm background and organization chart identifying key personnel; b. Examples of at least five (5) comparable assignments, preferably involving CRA/TIF-based incentives or similar municipal programs that demonstrate (note: a sample DIA underwriting memo included as Exhibit C to this solicitation): i. Experience conducting financial feasibility and gap analyses for projects involving TIF, CRA, or local government incentives; along with each of the proposed responsibilities; and ii. An understanding of Florida real estate development and redevelopment law and CRA statutory limitations. c. References for at least three public sector clients which may be contacted for additional information. ii. Experience negotiating or structuring profit-sharing, repayment, or recapture provisions tied to project performance. iii. Competency in review and negotiation of legal documentation with attorneys and applicants.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
4. **Response Format** To maintain comparability and facilitate the evaluation process, Responses shall be organized in the manner set forth below. Tab delineations for each of the sections would be helpful. The formal response to the RFP. Each proposer will clearly indicate within the Cover Letter that your response is for the RFP. The RFP shall contain no more than thirty (30) single-sided, 1.5-spaced, 8½" by 11" pages, excluding appendices. The font style shall be Arial with a minimum font size of 11 points. The title page and a single-page cover letter will not be counted as part of the 30-page limit. A cover letter in excess of one page and any other information submitted beyond that noted in the requirements will be counted as part of the 30-page limit. Any RFP exceeding these format guidelines will be rejected without being considered by the City. Provide proof of insurance, bonding capacity, and licensing. Copies of these documents may be included as appendices and will not be counted against the 30-page limit. **1) Title Page:** Include only RFP Title, RFP Number, Contractor's full name, address, phone number. **2) Cover Letter:** Include only the following RFP Title and Number. Contractor's full name, address and phone number. Names of the person(s) who will be authorized to make representations for the Contractor, their titles, addresses (including email address) and telephone numbers. Contractor's Federal Employer ID Number. Written acknowledgement that (i) the Response is based on the terms set forth in the RFP and all amendments thereto posted on Buyer's website as of the date of the Response, and (ii) the Contractor will be responsible for monitoring Buyer's website for subsequent amendments and for either maintaining, amending or withdrawing the Response prior to the Response Due Date based on those subsequent amendments. Signature of Authorized Representative. **3) Required Forms.** (Not included as part of Thirty page limitation) Attach all forms identified in RFP, each signed by an authorized representative. Examples of the forms that may be required and placed in Section 3 include: Local Business Tax Certificate (if applicable) Business References (include bank reference letters, financial reports/audits, insurance certificates, etc.). If the proposer desires, the Company financial reports can be submitted in a separate .pdf file from the proposal file. However, the file name must include the word "Confidential". For Example: "XYZ Engineering – Confidential Financial Info.pdf". Certificate of Insurance Equal Business Opportunity Program Forms (if JSEB participation is one of the grading criteria). Federal Forms (if required in Section 2.3.7.). Bid Bond (if applicable). Resumes of Proposed Project Team Attachment A-1 - Volume of Local Government Work Within the Last Five Years (if applicable) **4) Proof of Minimum Requirements.** (Not included as part of Thirty page limitation) Responses will ONLY be accepted from companies meeting the minimum requirements in Section 2.3.2 of this solicitation. Contractor must address and provide clear documentation that they meet all minimum requirements. **5) Statement of Qualifications.** (**Maximum of 30** written pages for this section) This portion of the Response will be used to provide the information Buyer needs to evaluate how well the Contractor meets the criteria listed in Section 2.3 – Evaluation Criteria. Failure to provide adequate information on any criterion will result in lower scores and could result in rejection of the Response as non-responsive. Please divide this portion of the Response into ten subsections (one subsection for each of the listed criteria).		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
5. Federal Funding does not apply to this bid.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
4. RFP Requirements									
1. **1. Introduction** The City of Jacksonville ("Buyer") intends to hire an individual or firm ("Contractor") to provide the services described in this Request for Proposal ("RFP"). Persons interested in submitting a response to this RFP (a "Response") should carefully review this RFP for instructions on how to respond and for the applicable contractual terms. **2. Questions and Requests for Amendment to RFP.** If a Contractor (i) has questions about the RFP, (ii) finds discrepancies, omissions or ambiguities in the RFP, or (iii) believes any term or condition of the RFP is unreasonable, Contractor should request an amendment to the RFP. The request should reference the RFP section at issue and include any specific language that Contractor recommends using. All requests for amendment must be submitted in writing (via the 1Cloud Procurement System) and, unless otherwise specified in the RFP, be received by the Purchasing Analyst (Analyst) at least ten (10) calendar days before the Response Due Date. Questions and requests for amendments directed to the Analyst or to any other Buyer personnel shall not constitute a formal protest of the RFP. Failure to request an interpretation or change will be considered evidence that Contractor understands and agrees to the provisions of the RFP. The posting of a written amendment is the only official method by which interpretations, clarifications, changes or additional information will be given by Buyer prior to the opening of Responses. Any other interpretation, clarification, change or information will have no legal effect. Buyer reserves the right to amend, cancel or reissue the RFP at its discretion. Buyer reserves the right to request or obtain additional information about any and all Statement of Qualifications submitted in response to RFP. They may also issue addenda to this RFP which will be sent to each Supplier who received this RFP. This includes the right to change the Response Due Date and the Contract award date. Notice of all amendments and cancellations will be posted on Buyer's website (please contact the Analyst if you are uncertain of the website address or if you experience problems accessing it). Contractor is responsible for monitoring this website for new or changing information. **3. Terms of Agreement.** After award to the successful Contractor, Buyer and Contractor will promptly enter into a written agreement (the "Contract") incorporating the terms of the RFP, the successful Response, and other terms and conditions as may be agreed to between the parties. To the extent the Response contains exceptions to or modifications of the RFP, such exceptions or modifications are stricken unless Buyer affirmatively accepts the exceptions or modifications in the Contract. The Contract will be substantially in the form set forth in an attachment to the RFP. Buyer will not be obligated to pay Contractor for the RFP services until the Contract is signed by both parties. Buyer retains the right to reject all bids and/or amend its notice of award at any time prior to the full execution of the Contract. If the successful Contractor fails to perform the Services as agreed, Buyer reserves the right to (i) issue a new solicitation for the Services, (ii) reopen the RFP for the purpose of awarding a second contract to another Contractor in accordance with the criteria and processes set forth herein; and/or (iii) take such other actions permitted by law. **4. Public Meetings and Special Accommodations.** Any meetings of the RFP evaluation committee (i.e., the Jacksonville Procurement Awards Committee or Technical Review Committee) shall be noticed on Buyer's website and shall comply with Florida's Open Meetings Laws. Please contact the Analyst if you are uncertain of Buyer's website address or if you experience problems accessing it. Persons requiring a special accommodation because of a disability should contact the Analystidentified in the Overview Section at least forty-eight (48) hours prior to the meeting. **5. Cost of Developing RFP Response.** All costs related to the preparation of RFP Responses and any related activities are the sole responsibility of Contractor. Buyer assumes no liability for any costs incurred by Contractors throughout the entire selection process. **6. Response Ownership.** All Responses, including attachments, supplementary materials, addenda, etc., shall become property of Buyer and shall not be returned to Contractor. Buyer will have the right to use any and all ideas or adaptation of ideas presented in any Response. Acceptance or rejection of a Response shall not affect this right. **7. Public Records Law, Process For Protecting Trade Secrets and Other Information.** Article 1, Section 24, Florida Constitution, guarantees every person access to all public records, and Section 119.011, Florida Statutes, provides a broad definition of public records. As such, all responses to the RFP are public records unless exempt by law. If Contractor considers any portion of its Response to be exempt from disclosure under Florida law, Contractor must provide Buyer with a separate redacted copy of the Response and briefly describe in writing the grounds for claiming exemption from the public records law, including the specific statutory citation. Contractor shall be responsible for defending its determination that the redacted portions of its Response are confidential, trade secret or otherwise not subject to disclosure. Further, Contractor shall protect, defend, and indemnify Buyer for any and all claims arising from or relating to Contractor's determination that the redacted portions of its Response are confidential, trade secret or otherwise not subject to disclosure. If Contractor		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge

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5.	**Insurance Requirements**									
1.	**RFP Indemnification and Insurance Requirements.**		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
6.	**Price Sheet**									
1.	**Price Sheet**: Please download the attached spreadsheet to enter cost of personnel hourly rates from Consultant/Consultant Teams and upload back. See the attachment for additional information.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
7.	**Sample Services Contrct**									
1.	Please review and acknowledge the attached sample Professional Services Contract.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
8.	**Evaluation Criteria**									
	Score		**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
1.	The evaluations will be based upon the following criteria, and Consultant/Consultant Teams are requested to provide, as a minimum, the information listed under each criterion. **Failure to provide adequate information may result in lower scores or rejection as non-responsive.** A detailed scoring matrix is provided below, **totaling 100 points maximum**. The response to each of the criterion will be evaluated relative to the other responses received and will be awarded a score of 1 through maximum points. Consultant Teams are encouraged to arrange their responses in a format that will offer ready review and evaluation of each criterion.		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
2.	**Relevant Experience and Comparable Projects Including Experience and Qualifications of Key Personnel:** Demonstrated experience in performing similar work for public-sector clients - particularly Florida CRAs, TIF programs, or municipal incentive evaluations directly relevant to the Scope of Services for this solicitation. In scoring this criteria, both the Firm/Consultant and the experience, credentials, and roles of key staff and subconsultants assigned to the engagement will be factors, and responses shall include resumes detailing relevant financial, analytical, and negotiation experience for the Firm/Consultant as well as key staff / subconsultants. **(30 points maximum score)**		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3.	**Understanding of DIA's Needs and Approach / Work Plan:** Demonstrated understanding of DIA's goals for this solicitation, including but not limited to transactional underwriting and policy evaluation (10 points). Work Plan: shall be scored based on clarity, feasibility, and innovation of proposed approach and methodology (15 points). **(25 points maximum score)**		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4.	**Financial Responsibility and Capacity:** Firm stability, form of organization, years in business, and ability to carry required insurance. Include bank or client references and pending litigation disclosures, if applicable. **(5 points maximum score)**		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5.	**Past and Present Record of Performance:** Documented record of professional accomplishments and responsiveness on prior public-sector assignments, including timeliness, quality, and communication. Include references. **(15 points maximum score)**		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6.	**Current and Projected Workload:** Capacity of personnel, equipment, and resources to perform the Scope of Services and DIA assignments within required timeframes considering other commitments; and demonstrated ability to meet deadlines under similar [illegible]		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7.	**Proximity to Project / Availability:** Physical location of firm or project office; ability to provide on-site participation in Jacksonville for meetings, presentations, and negotiations. Local or regional availability preferred. **(5 points maximum score)**		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
8.	**Small Business and Diverse Market Place Status:** Contractors should indicate their status as a small and emerging business. More specifically, responses to this evaluation criterion should include statements that document the Contractor's: (i) commitment to and/or utilization of small and emerging businesses on current and past projects; and (ii) whether the responding firm is a small and emerging businesses. Note: certified JSEBs in particular, for the project solicitation in question. Current certified [illegible]		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9.	**Ability to Meet Time and Budget Requirements:** Demonstrated commitment and proven ability to deliver assignments efficiently and meet project deadlines and timelines as established by DIA. Proposals will be evaluated based on the reasonableness of proposed hourly rates, rather than total project budgets. Responses shall include a statement committing to meeting DIA's time and performance expectations. Proposals that do not include this statement will be limited to a		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Score		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
9.	**Response Attachments**									
1.	**Attach Overall Proposal Document Here, Use the following naming convention: Supplier_Name Overall Proposal Document. Include all response pages in a single ".PDF" format file.** If the proposer desires, the Company financial reports can be submitted in a separate .pdf file from the proposal file. However, the file name must include the word "Confidential". For Example: "XYZ Engineering – Confidential Financial Info.pdf".		a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge	a. Acknowledge
	Attachments		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

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Award Solicitation: Financial Consulting Services – Incentive Evaluation and Program Design

Solicitation **RFP - Non-Construction 17346**	Responses Received **9**	Invited Suppliers **327**
Procurement BU **COJ BU**	Active Responses **8**	Will Participate **4**
Close Date **1/20/2026 16:00**	Shortlisted Responses **8**	Responded **8**
Solicitation Currency **USD**		

Lines

Number of Awarded Lines **0**
Number of Awarded Suppliers **0**
Total Award Amount

1 Please add $1.00

Line Type **Dollars**
Category Name **918.49 Finance/Economics Consulting**
Start Price
Current Price
Estimated Total Amount
Award Amount
Savings
Savings

	Target Value	Baker Tilly Advisory Group Parent, LP Response: 456678	BJH Advisors LLC Response: 457875	CBRE, Inc. Response: 456647	CHMWarnick, Inc. Response: 456693	Lambert Advisory, LLC Response: 456664	MuniCap, Inc. Response: 456698	PFM Group Consulting LLC Response: 456690	Robertson Design LLC Response: 457883
Business Relationship		Spend Authorized	Prospective	Spend Authorized	Prospective	Prospective	Spend Authorized	Spend Authorized	Spend Authorized
Supplier Site								Ordering	
Response Status		Active	Active	Active	Active	Active	Active	Active	Active
Shortlist Status		Included	Included	Included	Included	Included	Included	Included	Included
Rank		1	7	4	3	8	5	2	6
Line Pricing									
Response Price		1.00	1.00	1.00	1.00	94,000.00	1.00	1.00	1.00
Unit Price Savings									
Unit Price Savings Percent									
Award Decision									
Award		No	No	No	No	No	No	No	No
Award Amount									
Note to Buyer									
Attachments		No	No	No	No	No	No	No	No

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Award Solicitation: Financial Consulting Services – Incentive Evaluation and Program Design

Solicitation **RFP - Non-Construction 1734**	Responses Received **9**	Invited Suppliers **327**
Procurement BU **COJ BU**	Active Responses **8**	Will Participate **4**
Close Date **1/20/2026 16:00**	Shortlisted Responses **8**	Responded **8**
Solicitation Currency **USD**		

Requirements Scoring

Requirements

Requirement		Acceptable Values	Score	Maximum Score
8.	**Evaluation Criteria**			**100**
2.	**Relevant Experience and Comparable Projects Including Experience and Qualifications of Key Personnel:** Demonstrated experience in performing similar work for public-sector clients - particularly Florida CRAs, TIF programs, or municipal incentive evaluations directly relevant to the Scope of Services for this solicitation. In scoring this criteria, both the Firm/Consultant and the experience, credentials, and roles of key staff and subconsultants assigned to the engagement will be factors, and responses shall include resumes detailing relevant financial, analytical, and negotiation experience for the Firm/Consultant as well as key staff / subconsultants. **(30 points maximum score)**	a. Acknowledge		30
3.	**Understanding of DIA's Needs and Approach / Work Plan:** Demonstrated understanding of DIA's goals for this solicitation, including but not limited to transactional underwriting and policy evaluation (10 points). Work Plan: shall be scored based on clarity, feasibility, and innovation of proposed approach and methodology (15 points). **(25 points maximum score)**	a. Acknowledge		25
4.	**Financial Responsibility and Capacity:**Firm stability, form of organization, years in business, and ability to carry required insurance. Include bank or client references and pending litigation disclosures, if applicable. **(5 points maximum score)**	a. Acknowledge		5
5.	**Past and Present Record of Performance:**Documented record of professional accomplishments and responsiveness on prior public-sector assignments, including timeliness, quality, and communication. Include references. **(15 points maximum score)**	a. Acknowledge		15
6.	**Current and Projected Workload:** Capacity of personnel, equipment, and resources to perform the Scope of Services and DIA assignments within required timeframes considering other commitments; and demonstrated ability to meet deadlines under similar workloads. **(5 points maximum score)**	a. Acknowledge		5
7.	**Proximity to Project / Availability:** Physical location of firm or project office; ability to provide on-site participation in Jacksonville for meetings, presentations, and negotiations. Local or regional availability preferred. **(5 points maximum score)**	a. Acknowledge		5
8.	**Small Business and Diverse Market Place Status:** Contractors should indicate their status as a small and emerging business. More specifically, responses to this evaluation criterion should include statements that document the Contractor's: (i) commitment to and/or utilization of small and emerging businesses on current and past projects; and (ii) whether the responding firm is a small and emerging businesses. Note: certified JSEBs in particular, for the project solicitation in question. Current certified JSEBs will receive the maximum points allowed. (5 points maximum score)	a. Acknowledge		5
9.	**Ability to Meet Time and Budget Requirements:** Demonstrated commitment and proven ability to deliver assignments efficiently and meet project deadlines and timelines as established by DIA. Proposals will be evaluated based on the reasonableness of proposed hourly rates, rather than total project budgets. Responses shall include a statement committing to meeting DIA's time and performance expectations. Proposals that do not include this statement will be limited to a maximum score of 5 points for this criterion. **(10 points maximum score)**	a. Acknowledge		10

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