



**Request for Qualifications**  
**Construction Manager-At-Risk Services**  
**Raleigh-Durham International Airport**

**October 17, 2022**

**RALEIGH - DURHAM AIRPORT AUTHORITY**  
**P.O. Box 80001**  
**1000 Trade Drive**  
**RDU Airport, North Carolina 27623**  
**919-840-7700**

This Request for Qualifications and any addenda thereto are available only on-line at  
[www.rdu.com](http://www.rdu.com)

## **Table of Contents**

**1.0 Notification to Potential Respondents**

**2.0 Request for Qualifications**

**3.0 Background and Program Descriptions**

**4.0 Construction Manager at Risk Scope of Services**

**5.0 Selection Process Schedule**

**6.0 Specific Submittal Requirements**

**7.0 Contents of Statement of Qualifications**

**8.0 Selection Process**

**9.0 Selection Criteria**

**10.0 Objectivity**

**11.0 General Information**

**12.0 Questions and Inquiries**

**Attachments:**

Attachment 1 - DBE Program Requirements

Attachment 2 – MWSB Program Requirements

Attachment 3 – Respondent Profile Questionnaire

Attachment 4 - Client Reference Form

Attachment 5 – Agreement between Authority and CMAR

Exhibit A – Pre-Construction Services Amendment

Exhibit B – Guaranteed Maximum Price (GMP) Amendment

Exhibit C – List of Cost Elements and Cost Classifications

Exhibit D – AIA A201-2017 General Conditions

Exhibit E – Form Special Conditions Amendment

Exhibit F – Insurance and Bonds

Exhibit G – Mandatory Federal Contract Provisions (applicable to projects using Federal funds)

Attachment 6 – Airport Layout Plan

Attachment 7 - Detailed Program Descriptions

## **1.0 Notification to Potential Respondents**

The Raleigh-Durham Airport Authority (Authority) invites firms (or multiple firms comprising a team) whose combination of experience and personnel demonstrate the ability to provide timely and effective Construction Manager-at-Risk (CMAR) services to the Authority in connection with the projects referenced herein at the Raleigh-Durham International Airport (RDU) to submit qualifications for furnishing such services. Based on such submissions, the Authority anticipates selecting and retaining at least one (1) firm/team to provide CMAR services for the Programs defined herein including pre-construction and construction phase services for such Programs, as may be divided into one or more Scopes of Work.

Statements of Qualifications (SOQ) must be transmitted in accordance with this Request For Qualifications (RFQ) in order to be received by the Authority not later than 4:00 p.m., December 2, 2022. Responses received after this time will not be considered.

The Authority awards contracts without regard to race, religion, color, national origin, sex (including pregnancy), sexual orientation, gender identity, age, disability, veteran status, genetic information, or any other legally protected class characteristics. The Authority's contracts are subject to the requirements of state and federal law and this contract will be awarded in accord therewith. The Authority may apply for state and federal grant funds to support the cost of contracts entered into pursuant to this RFQ. Therefore, state and federal procurement statutes and guidelines are applicable. Scopes of Work that have the potential for federal funding will follow the Authority's DBE Program. Scopes of Work that have no federal funding will follow the Authority's MWSB Program.

It is the policy of the Authority that Minority and Women Owned Small Business Enterprises (MWSB) and Disadvantaged Business Enterprises (DBEs) shall have the maximum opportunity to compete for the awarding of contracts. Additional information concerning the Authority's MWSB and DBE policies may be found in Attachment 1 and 2, and also at [Small Businesses | Raleigh-Durham International Airport \(rd�.com\)](https://www.rdu.com/SmallBusinesses).

A non-mandatory Pre-Submittal Conference and MWSB/DBE Program Workshop will be held at 2:00 p.m. on November 1, 2022 at the Authority Offices, RDU Center, Raleigh-Durham International Airport. The purpose of the Pre-Submittal Conference is to provide information regarding the Program and the scope of services in this RFQ, provide an opportunity for oral inquiries, and provide an overview of the selection process. The MWSB/DBE Workshop will offer firms that are considering the submittal of SOQs on these Programs an opportunity to meet with other firms, including MWSB/DBEs, that may be interested in providing services that would augment the potential respondent's team.

The Authority has established separate MWSB and DBE Plans to encourage equal opportunity for firms to compete for employment as subcontractors, suppliers, and service providers. In accordance with the Plan(s), the Authority will require that the selected firm meet the stated commitment and/or demonstrate good faith efforts to comply with the established goals. Participation goals will be considered and set by the Authority upon determination of individual Programs and the derivation of Scopes of Work and the resulting subcontracting potential therein. Goals will differ between pre-construction and construction services based upon the availability of subcontracting opportunities.



For the purposes of this RFQ, MWSB and DBE participation goals are anticipated to be within a range of ten percent (10%) to thirty percent (30%) depending upon the specific Scope of Work in each pre-construction and construction service package, each set and executed in accordance with the requirements included in Attachment 1 and 2.

## **2.0 Request for Qualifications**

This Request for Qualifications (RFQ) consists of four parts as follows:

- A. Request for Qualifications - This part of the RFQ provides an overview and instructions for preparation and submission of an SOQ. The respondent is responsible for ensuring completed forms are received by the Authority in a timely manner, but no later than the deadline for submission of the SOQ.
- B. Respondent Profile Questionnaire (see Attachment 3) - This part of the SOQ shall be completed by the respondent and submitted with the SOQ.
- C. Client Reference Form (see Attachment 4) - ***This part of the SOQ shall be furnished by the respondent to the project owner's representative identified in Section 7 of the RFQ. The project owner's representative must complete the form and submit it directly to the Authority. Client Reference Forms shall be sent to the Authority via email to [bill.sandifer@rdi.com](mailto:bill.sandifer@rdi.com), on or before the deadline established herein.***
- D. Agreement between Owner and Construction Manager at Risk (see Attachment 5) - This part of the RFQ contains multiple documents that will form the contractual relationship between the Authority and selected respondent(s). Negotiation of the final scope and fee for each Program will follow the selection of the respondent(s). If a contract cannot be negotiated with or agreed upon with the selected respondent(s), negotiations will be terminated and initiated with the next highest ranked candidate respondent. The specific components of Attachment 5 include the Agreement Between Owner and Construction Manager at Risk, including the following Exhibits.

Exhibit A - Pre-Construction Services Amendment

Exhibit B - Guaranteed Maximum Price (GMP) Amendment

Exhibit C - List of Cost Elements and Cost Classifications

Exhibit D - AIA A201-2017 General Conditions, as modified by the Authority to be suitable for use on CMAR projects of the type specified herein.

Exhibit E - Form Special Conditions Amendment. This draft is provided for review. Revisions for customization should be anticipated for each Scope of Work issued.

Exhibit F - Insurance and Bonds

Exhibit G - Mandatory Federal Contract Provisions (applicable only to projects using Federal funds)

The Agreement Between Owner and Construction Manager at Risk, Pre-Construction Services Amendment, GMP Amendment, List of Cost Elements and Cost Classifications and General Conditions are the Authority's standard form agreements. The final contract documents will be substantially similar to the form contract documents included in

Attachment 5. The Authority will not entertain any material changes to these documents, but reserves the right to modify, amend, or supplement these documents prior to execution as needed to carry out the Authority's intent for each Program.

### **3.0 Background and Program Descriptions**

The Authority owns and operates a medium-hub commercial service airport consisting of two passenger terminals, an airfield with two air carrier parallel runways and one general aviation runway, cargo facilities, general aviation facilities, rental car facilities, and other supporting infrastructure. Attachment 6 is a graphical depiction of the Airport Layout Plan, which is a key component of the Vision 2040 preferred alternative approved by the Authority Board in October of 2016.

The Programs that are the subject of this RFQ include those listed below. Each listed Program reference also identifies the projected year in which pre-construction services are anticipated to begin and the current, preliminary, estimated Program cost. Attachment 7 gives a more detailed description of each Program. A respondent may submit on one or all of the Programs, however, respondents should specifically identify in the Letter of Interest which Program(s) are of interest to the respondent.

#### **Terminal 2 Landside Expansion Program**

- Terminal 2 Landside Expansion (2023/\$210 million)
- JBB Extension (2023/\$60 million)
- Replace Parking Garage 1 & 2, including Ground Transportation Center (2023/\$320 million)

#### **Consolidated Rental Car Facility Development (2024/\$325 million)**

- Construction of a multi-level customer service building, quick turn-around facility and vehicle refueling facility to meet the needs of all rental agencies at RDU.

#### **Economy 3 Expansion**

- 8,000+ space expansion to the surface parking lot (2023/\$40 million)

#### **Aviation Parkway/National Guard Drive Interchange (2024/\$20 million)**

- Grade separated traffic improvements to the Aviation Parkway and National Guard Drive intersection.

#### **Airport Operations Center and other Facilities Office Space Renovations (2023/\$3 million)**

- Upfit of the existing AOC building 5<sup>th</sup> floor which is currently shell space totaling approximately 11,300 square feet.
- Renovation of existing space on the 4<sup>th</sup> floor.

The Authority has engaged various architecture and engineering firms as part of our on-call consultant engagements to prepare programming and design documents for each Program. Design phase services will be completed at various times over the next several years and construction will proceed on each Program when approved by the Authority Board.

The final scope of each Program, which is expected to be established concurrent with the completion of the pre-construction phase of services of each Program, will be dependent upon a number of considerations including budgetary, financial, and operational considerations. The scope of each Program may include construction work that is the responsibility of the CMAR and/or work that may be performed by others under management to the Authority. The Authority may also decide in its sole discretion that all or any part of a Program(s) listed herein may be later removed from the scope of the Program and awarded pursuant to a different procurement method (e.g., "hard bid").

The Authority may, at its sole discretion provide various services related to the Program either directly or through separate contracts including, but not limited to, inspection of the work, and coordination of the design and construction with airport operations and with the work of other contractors

#### **4.0 Construction Manager-At-Risk Scope of Services**

- A. The Authority's basis for using the CMAR delivery method is:
  - 1. Providing optimum coordination of all subcontractors under the operational constraints of construction in an active airport environment;
  - 2. Ensuring scope and cost control during the final design phases of each Scope of Work for the Program(s);
  - 3. Determination of the most efficient and expedient bid packages;
  - 4. Creating flexibility in each Program schedule to accommodate available funding;
  - 5. Providing a team approach between the Authority's staff and its representatives in risk identification and mitigation, cost efficiency and transparency, and schedule development and adherence; and
  - 6. Ensuring adherence to and compliance with the Authority's MWSB and DBE Programs.
- B. The CMAR shall be required to comply with the provisions of NCGS 143-128.1 and Authority Policy including, without limitation, publicly advertising and soliciting bids as prescribed in NCGS 143-129 and pre-qualifying first-tier subcontractors.
- C. The work of the CMAR selected for the Program(s) will be performed in two basic phases for one or more Scopes of Work. The first phase will be pre-construction phase services which shall include, but are not limited to, the following activities:
  - 1. Constructability review of the design documents and specifications as they are developed for each scope of work by the design team;
  - 2. Developing a critical-path project schedule to include all elements of a Scope of Work;
  - 3. Creation and provision of detailed cost estimates at specified stages of design;
  - 4. Collaboration with the Authority to develop the optimum approach for creating and bidding appropriate work packages for cost efficiency, schedule adherence, and funding

- availability;
- 5. Soliciting and selecting qualified MWSB or DBE firms to participate, and ensuring compliance with the established goals;
- 6. Prequalification of potential first-tier subcontract bidders;
- 7. The execution of subcontractor bidding; and
- 8. Compilation of bids and CMAR costs into a Guaranteed Maximum Price (GMP) proposal for Authority review and negotiation.

The second phase will be the construction phase services which shall include, but are not limited to, the following activities:

- 1. Execution of subcontracts;
- 2. Mobilization, coordination, and management of all aspects of subcontractor activity;
- 3. Construction coordination with the Authority and its representatives, the design team, the FAA, NCDOT, and other entities engaged by the Authority for the Scope of Work;
- 4. Leadership and documentation of regular meetings with Authority staff and stakeholders; and
- 5. Reconciliation of final costs, project close-out and commissioning.

- D. Self-Performance of work by the firm providing CMAR services shall be at the sole discretion of the Authority, and limited to those services, tasks, and procedures which are compliant with North Carolina General Statutes for CMAR Services.

It is the Authority's expectation that all pre-construction and construction phase services will be as described herein and shall be performed in accordance with the forms of Agreement, General Conditions, and Special Conditions included in this RFQ, as modified or supplemented prior to award of a contract and execution thereof. It is anticipated that a single contract will be executed for each Program with specific scopes of work being issued for pre-construction services and construction services added by amendment or change order as the work progresses.

## **5.0 Selection Process Schedule**

Pre-Submittal and MWSB/DBE Conference:	2:00 p.m., November 1, 2022*
Deadline for Submitting Written Inquiries:	4:00 p.m., November 11, 2022*
Submission of SOQ:	4:00 p.m., December 2, 2022*
Announcement of Short-listed firms:	TBD
Short List Interviews (if necessary):	TBD
Staff Recommendation to the Authority Board:	TBD
Award Contract:	TBD

\* Dates subject to change per addenda

## **6.0 Specific Submittal Requirements**

Each firm/team desiring to respond to this RFQ shall submit to the Authority an SOQ for providing services for the specified Program(s). Each SOQ shall be prepared to relate to the type of services



requested in this solicitation.

Submissions shall include one (1) original of the SOQ and six (6) copies in printed form and one (1) electronic copy in pdf format on a thumb drive. Printed copies of the SOQ shall be bound and in 8-1/2" by 11" format with information organized as indicated hereinafter. The SOQ shall be limited to the number of pages identified in **Section 7.0 – Contents of Statement of Qualifications**, not including cover, table of contents, and dividers (11" x 17" Z-fold pages may be used when necessary and will count as two pages.) The SOQ shall be written in 12-point font size. The information contained in the SOQ shall be organized as indicated in **Section 7.0 – Contents of Statement of Qualifications**. Any SOQ that does not meet these requirements may be rejected as non-responsive.

Address packages to:

**UPS (only) Shipping**

Raleigh-Durham Airport Authority  
Attn: William C. Sandifer, A.A.E, Executive Vice President & COO  
1000 Trade Drive  
Morrisville, North Carolina 27560

OR

**All Shippers other than UPS**

Raleigh-Durham Airport Authority  
Attn: William C. Sandifer, Executive Vice President & COO  
1000 Trade Drive  
Raleigh-Durham International Airport  
Raleigh, North Carolina 27623

**7.0 Contents of Statement of Qualifications**

Respondents should only include the following information in the Statement of Qualifications:

**Section 1** – Letter of Interest. Indicate the firm's interest in providing the services requested in this RFQ, name the proposing firm and any teaming partners, and indicate the name, address, telephone number, and email address of the designated contact for the proposing firm. Specifically identify which Program(s) of the five (5) indicated in **Section 3.0 – Background and Program Descriptions** are included in the SOQ. The page limit for the Letter of Interest is five (5) pages.

**Section 2.** A completed Respondent Profile Questionnaire (see Attachment 3). The page limit for this questionnaire is ten (10) pages.

**Section 3.** This section of the proposal must be structured as a response to each individual Program identified herein (see **Section 3.0 – Background and Program Descriptions**). The page limit for each individual Program is twenty-five (25) pages. For each Program provide the following details in the format indicated:



**Project Experience:**

- a. List up to five (5) projects of similar size, scope and complexity performed by the respondent in the capacity of a construction manager.
- b. For each of the projects listed above in which construction management services were provided, provide specific details on the extent to which pre-construction and construction phase services were provided.
- c. For each of the projects listed above in which construction management services were provided, list the Guaranteed Maximum Price (if given), or if not given, the estimated cost provided by the respondent, and the total cost of the project at completion.
- d. For each of the projects listed above in which construction management services were provided, compare the number of days in the original schedule with the number of days taken for actual completion. Provide an explanation for any deviations from the established schedule.
- e. For each of the projects listed above provide the name and contact information for the project owner's representative including the address, telephone number and e-mail address. In addition, transmit the Client Reference Form (Attachment 4) to the project owner's representative for completion.
- f. MWSB/DBE Participation: Provide documentation of the MWSB/DBE participation that you have achieved for the projects listed above.

**Program Approach:**

- a. Provide a concise description of the respondent's perception of and approach to the Program. The respondent should focus on demonstrating its overall knowledge of and experience with airport project construction management as relatable to elements of the specific Program.
- b. Respondents may include commentary regarding the scope of services requested, a tentative Program schedule, modifications or enhancements to the scope of services which the Authority may wish to consider, or any other specific matters relevant to the specific Program.
- c. Provide a brief, overall description of how the Program will be organized and managed. In addition, describe how the services will be performed in both pre-construction and construction phases as to the following:
  - i. Value Engineering
  - ii. Constructability Issues
  - iii. Cost Model/Estimates
  - iv. Program Tracking/Reporting
  - v. Request for Information (RFI) and Shop Drawings
  - vi. Quality Control
  - vii. Schedule and Staffing Plan

#### viii. Closeout and Commissioning

- d. The respondent shall prepare a written statement that demonstrates that the respondent understands the MWSB/DBE Program requirements and describes the respondent's plan to meet or exceed the goals or demonstrate a good faith effort to meet the goals of the MWSB/DBE Program. Further information regarding this section is described in Attachment 1 and 2. The respondent should indicate how it would address MWSB/DBE participation in both pre-construction and construction activities. Outline specific efforts that your company takes to notify MWSB/DBE firms of opportunities for participation.

#### **Key Personnel**

- a. Provide a description, in narrative form, of the makeup and structure of the proposed team and provide a list of key personnel who will be assigned to the Program, including the Program Manager. Specifically indicate whether or not the above persons will be exclusively assigned to the Program through its completion.
- b. For each person listed above, list the aspects of pre-construction or construction phase services the person will handle. For those persons who will divide their time between pre-construction and construction phase services, indicate what percentage of his/her time will be devoted to each phase.
- c. For each person listed in response to (a) and (b) above, list his/her experience with the respondent, other prior and relevant experience with projects of similar size and scope in construction/design, and the person's location. Attach the resumes of and references for each such person.
- d. Attach a team organizational chart indicating the placement of each of the persons listed in response to (a) and (b) above and reporting relationships.

**Section 4.** Respondent shall provide a statement indicating acceptance of the terms and conditions of the Agreement Between Owner and Construction Manager at Risk including Exhibits A, B, C and D. The Authority will not entertain any material changes to these documents, but reserves the right to modify, amend, or supplement these documents prior to execution as needed to carry out the Authority's intent for each Program. Additionally, the Authority invites commentary pertaining to suggested revisions to the Special Conditions (Exhibit E) and Insurance requirements (Exhibit F), including exceptions, suggested revisions, or enhancements to the draft documents, and the underlying reasoning for the revisions or enhancements. The page limit for this section is five (5) pages.

#### **8.0 Selection Process**

Upon receiving documentation submitted by respondents desiring to be considered by the Authority for the provision of services, the Authority's staff will begin reviewing each SOQ. During this process, questions and/or requests for clarification, or provision of supplemental information may be directed to respondents as necessary in accordance with the schedule referenced herein. The objective of the staff evaluation will be to thoroughly evaluate the qualifications and capabilities of each respondent with respect to each individual Program. The Authority staff may select a limited number of respondents for further consideration and conduct interviews with these selected respondents. This

selection process will be followed for all Programs, with an additional step in the selection process specifically for the Terminal 2 Landside Expansion Program.

**Terminal 2 Landside Expansion Program:** Since the Authority anticipates the use of federal funding for the Terminal 2 Landside Expansion Program, respondents that are selected to move forward in the selection process should anticipate the final selection will be based upon cost considerations that will be enumerated in a separate Request for Proposals (RFP). The RFP will be released to short-listed respondents along with information regarding the interview process and schedule.

## **9. Selection Criteria**

The selection criteria identified below will be applied for each individual Program with maximum point values indicated for each category:

- A. Depth and breadth of experience of the respondent firm/team on other projects which are similar in nature (25 points)
- B. Qualifications and experience of the proposed Program manager (10 points)
- C. Qualifications and experience of other key personnel (10 points)
- D. Level of satisfaction with the respondent firm and personnel as expressed by the project owner's representative for each individual project (10 points)
- E. Perception of and approach to the Program(s) and individual elements therein (25 points)
- F. Ability to achieve MWSB/DBE Program goals (10 points)
- G. Adherence to the Objectivity instructions included in this solicitation, responsiveness of the respondent to the Submittal Requirements and the Qualifications Questionnaire, and such other matters as may be relevant (10 points)

## **10.0 Objectivity**

It is inappropriate for firms submitting responses pursuant to this RFQ, including their respective agents, to lobby Authority Board members or staff during the entire selection process, from the date the RFQ is issued through the date on which the Authority acts on the staff recommendation regarding the selected firm. Accordingly, potential respondents interested in this RFQ are instructed not to conduct activities of any nature that may be perceived as attempts to promote themselves or influence the outcome of the selection process.

## **11.0 General Information**

The Authority reserves the right to proceed or not proceed with a Program or any elements included therein.

The Authority shall not be responsible in any manner for any cost or expenses associated with the preparation or submission of the SOQ or preparation for or participating in interviews.

Upon receipt by the Authority, the SOQ submitted, including any and all attachments to the SOQ, shall become the property of the Authority.

All submittals received in response to this solicitation become a matter of public record following the award of the contract or the expiration or termination of this solicitation (whichever occurs first), subject to the provisions of Chapter 132 of the North Carolina General Statutes.

A respondent's business and trade secrets that are plainly marked as "Confidential" or "Trade Secret" will be protected from disclosure as a public record to the extent permitted by N.C. Gen. Stat. § 132.1.2. The Authority shall not in any way be liable or responsible for the disclosure of any SOQ or portions thereof if they are not plainly marked as "Confidential" or "Trade Secret" or if disclosure is required under the Public Records Act. Any submittal which contains language purporting to render all or significant portions of the SOQ "Confidential" or "Trade Secret" may be regarded as non-responsive.

The Authority shall have the right to copy, reproduce, or otherwise dispose of each SOQ received.

The Authority shall be free to use as its own, without payment of any kind or liability thereof, any idea, scheme, technique, suggestion, layout, or plan received during the selection process.

The Authority shall become the legal owner of all documents prepared by the selected respondent under the terms of any contract entered into related to this RFQ; however, this ownership will not extend to proprietary information or other data identified as "Confidential" or "Trade Secret" and "Proprietary" at the time of submission that was in the selected respondent's lawful possession prior to execution of any such contract.

## **12. Questions and Inquiries**

Questions and inquiries regarding this RFQ, the selection process, or any related matter may be directed to William C. Sandifer, A.A.E., Executive Vice President & COO at [bill.sandifer@rdu.com](mailto:bill.sandifer@rdu.com). Except as to the Pre-Submittal Conference, Authority staff will not meet with potential respondents or other parties that may have interest in this RFQ to discuss the Program, the selection process, the RFQ, or matters related thereto.

The Authority may, but shall not be obligated to, provide a response to questions or inquiries. Authority responses to respondents' questions, if any, will be posted on the Authority's website at [www.rdu.com](http://www.rdu.com) under the "Business Opportunities" section. The Authority will not respond to any questions or inquiries submitted after 4:00 p.m. on November 4, 2022.

Direct questions and inquiries regarding MWSB/DBE matters including the process for qualifying as a MWSB/DBE, current listings of certified firms, and other MWSB/DBE-related matters, to the Authority's Director of Small Business Programs, Ms. Thiane' Carter, at [thiane.carter@rdu.com](mailto:thiane.carter@rdu.com).

End of Request for Qualifications