

INFORMATION PACKAGE

for responding to the

Request for *Statements of Qualifications* to provide

Construction Manager at Risk (CMAR) Services

**Terminal Modernization & Seismic Program - CMAR Services
Memphis International Airport (MEM)**

Memphis-Shelby County Airport Authority (MSCAA)

MSCAA PROJECT No. 22-1459-01



Responses due 2:00 PM local time on Tuesday, September 27, 2022

INSTRUCTIONS FOR SUBMITTALS
to provide Construction Manager at Risk (CMAR) Services
Terminal Modernization & Seismic Program - CMAR Services

MSCAA PROJECT No. 22-1459-01

WHEN: Statements must be received by 2:00 PM local time on Tuesday, September 27, 2022

WHERE: **VIA HAND DELIVERY or VIA OVERNIGHT COURIER**

MEMPHIS-SHELBY COUNTY AIRPORT AUTHORITY
Procurement Department
4150 Louis Carruthers Drive
Memphis, TN 38118
ATTN: MSCAA Project No. 22-1459-01

HOW: Response must be sealed, delivered via in person or overnight carrier and marked on the outside of the envelope, as follows:

STATEMENT OF QUALIFICATIONS for:
Terminal Modernization & Seismic Program - CMAR Services
Project No. 22-1459-01

FORM: Original one (1) hard copy and one (1) electronic copy, using the enclosed forms or electronic equivalent, only. Response must be complete and include the information requested in these instructions. No facsimile transmissions of responses will be accepted.

UPDATES: Respondents are hereby notified that all updates, addenda and additional information, if any, shall be posted to the MSCAA website and Respondents are responsible for checking the MSCAA website up to the deadline for submission of this RFQ.

SUPPLEMENTAL INFORMATION: The Authority reserves the right to request any supplementary information it deems necessary to evaluate the Respondent's experience, qualifications, clarify or substantiate any information contained in the Respondent's submittal.

LEGAL NOTICE
Request for Statement of Qualifications
MSCAA Project Number 22-1459-01
Terminal Modernization & Seismic Program - CMAR Services

Statements of Qualifications for Terminal Modernization & Seismic Program - CMAR Services will be received by the Memphis-Shelby County Airport Authority (Authority), Procurement Department, 4150 Louis Carruthers Road, Memphis, TN 38118, until **2:00 PM local time on Tuesday, September 27, 2022**. The Information Package, including a description of the scope of services, the selection criteria, the required response format, and additional instructions may be obtained on the Authority's website at www.flymemphis.com on or after **August 31, 2022**.

All Respondents are responsible for checking the Authority's website up to the submission deadline for any updates, addenda or additional information. The successful Respondent must meet the DBE participation goal for the initial phase on this project, which is 0%, and sign a contract with the Authority that includes Federal Aviation Administration provisions, if applicable, regarding Buy American Preference, Foreign Trade Restriction, Davis-Bacon, Affirmative Action, Debarment and Suspension, and Drug-Free Workplace, all of which are incorporated herein by reference.

The Authority reserves the right to reject any or all responses to this request in whole or in part; to waive any informalities, technicalities, or omissions related to this request; and to reject responses on any other basis authorized by the Authority's purchasing policies.

The Authority is an equal opportunity employer and prohibits discrimination based on the grounds of age, race, sex, color, national origin, disability, marital status, military service, or sexual orientation in its hiring and employment practices and in the admission to, access to, or operation of its programs, services, and activities.

By order of:
Scott A. Brockman, A.A.E.
President and CEO
Memphis-Shelby County Airport Authority

GENERAL INFORMATION

The Authority intends to select one qualified firm, or proposed team of firms, to provide the services described herein. The descriptions given are intended to convey an overall scope of services so that each respondent might address its experiences and present its expertise in dealing with the items mentioned. Responding firms should pay close attention to the “Submittal Requirements”, and any other information that has been provided. The responding firm’s ability to follow these instructions and to present its SOQ in a clear and concise manner will be considered during the initial screening and evaluation. The original one (1) hard copy and one (1) electronic copy of the completed, signed *Statement of Qualifications* should be submitted by **2:00 PM local time on Tuesday, September 27, 2022.**

PROJECT DESCRIPTION & BACKGROUND

Memphis International Airport, “America’s Aerotropolis”, is a powerful driver of economic activity in the Memphis and Mid-South region. The Airport is operated by the Memphis-Shelby County Airport Authority and is the headquarters for the FedEx air cargo operation; an important destination for multiple airlines; and home of a state-of-the art Air National Guard facility. The Airport also houses numerous ancillary support facilities; two fixed base operations adjacent to the Airport; and two general aviation facilities at off-site locations.

The Authority has recently completed Phase I of the Terminal Modernization & Seismic Program (TMSP) through the modernization of its primary concourse and consolidating operations into that facility. In parallel to the modernized Concourse, a Master Plan process was completed which has identified subsequent phases to modernize and seismically update the terminal buildings, which are nominally 60 years old. The preferred terminal modernization concept will ensure the terminal facilities can accommodate future demand through a flexible facility that provides modern amenities to the traveling public and meets the operational needs of the airlines, TSA, The Authority and other airport stakeholders. The concept includes modernizing the existing facilities versus replacing them. In doing so, the desires is to build off and improve the existing infrastructure, while at the same time preserving the character of the facility.

The TMSP includes expanding and modernizing MEM's terminal facilities (terminals A, B & C) to improve life safety including ensuring seismic resiliency as well as fire protection upgrades, meet future demand, reduce environmental impacts through sustainability, improve the customer experience, ensure flexibility as operations evolve and enhance Americans with Disabilities Act (ADA) access. The project scope will:

- Expand the face of the building
- Relocate and reconfigure vertical circulation
- Reconfigure the ticket lobby
- Construct a Checked Baggage Inspection System (CBIS)
- Expand the Security Screening Checkpoint (SSCP)
- Construct an employee screening checkpoint
- Expand bag claim and prepare an area for a future new FIS.

Attachment A provides a summary of the conceptual layout of the modernized terminal. Note that this is preliminary and conceptual in nature, and that it includes projects that may be undertaken as part of future phases.

The TMSP is anticipated to be a multi-phase, multi-year project. The phasing and time of construction will be driven by availability of funding, operational priorities and impacts related to constructing the facility while operating in it.

The entire TMSP has been separated into seven “packages” based on work scope and is generally in order of priority. The packages don’t necessarily represent construction phases as that will be dependent on funding availability, phasing constraints, operational impacts, etc. CMAR will help determine logical, fundable construction phases through the pre-construction efforts. The total TMSP construction costs are estimated between \$700M and \$800M (including escalation/inflation).

- Package 1 – Terminal Face & Vertical Cores
- Package 2 – Departures Lobby & CBIS
- Package 3 – Ticket Counters & Bag Make-up
- Package 4 – Employee Screening
- Package 5 – Security & Bag Claim
- Package 6 – Marketplace & Domestic/International Swing Gate
- Package 7 – FIS

The primary focus of this project will be Packages 1, 2, and 3, however work from any of the seven packages could be included. Estimated construction costs for Packages 1-3 is \$300M to \$400M.

Coordination with the Project Team will be crucial for the determination of scope, phasing, and for successful completion of the project. The selected firm will be expected to collaborate with the Project Team in an effective manner. Team members include

1. Memphis-Shelby County Airport Authority (Board and Staff)
2. UrbanArch/Alliance – Principal design firms and sub-consultants
3. *Selection Pending* – Planner and Program Manager
4. Transportation Security Administration (TSA)
5. Federal Aviation Administration (FAA)

CMAR SERVICES

The Authority intends to enter separate contracts with the selected Firm for the pre-construction and construction components of this Project. The Pre-Construction Services Agreement will incorporate all pre-construction services for the Project as described in Scope of Services below. Construction services will include, without limitation, those services also described below in Scope of Services.

During the bid solicitation process, the CMAR will work to establish a Guaranteed Maximum Price (GMP) for the Project to accomplish the work set forth in the design documents and based upon bids received from subcontractors at the conclusion of the design phase. The solicitation of bids and resulting selection of subcontractors is expected to be an open and collaborative process with the Authority. Once the GMP is agreed to, the CMAR will proceed to contract with the Authority and manage the construction subcontractors. During the construction process, the Authority expects the CMAR to manage all issues relating to the project schedule, project costs, and oversight of all construction subcontracts.

The basis for using the CMAR delivery method on this Project is:

- Ensuring cost control during the schematic design, design development, and construction document phases.
- Providing a team approach between the Owner and Construction Manager in controlling risks, costs, and schedule.
- Providing input on project packaging and phasing based on availability of funding, operational

priorities, and impacts to existing facilities and operations.

- Developing and managing of alternative, balanced construction schedules to speed completion.
- Providing optimum coordination of sub-contractors under the operational constraints of construction in an active public airport terminal environment.
- Ensuring transparency of costs.
- Offering Owner value engineering and cost analysis.
- Acting as a professional with a primary focus on implementing and overseeing construction progress.

SCOPE OF SERVICES

The CMAR will provide preconstruction services with the intent of forming a GMP to assume the risk of delivering the project. The CMAR will be responsible for construction means and methods utilizing specifications developed by the project team and will be required to solicit bids from prequalified subcontractors to perform the work using an approved subcontractor selection process. The CMAR may also compete to self-perform work. The Authority does not guarantee a set amount of work or contract value for these services.

A list of the anticipated services for each phase is provided below:

- 1) **Pre-Construction Services** will include, but are not necessarily limited to, the following:
 - Review documents for constructability, completeness, accuracy, and proper coordination of design disciplines.
 - Continually review documents to confirm conformance with the project budget and schedule.
 - Develop cost information and analysis to facilitate decision making.
 - Continually conduct a value analysis of the design to identify opportunities to reduce construction costs and improve constructability and/or facility performance.
 - Advise Authority of ways to gain efficiencies in project delivery.
 - Develop a detailed phasing plan and construction schedule for the project, including identification of long lead items, off-site fabrication materials and Authority supplied equipment and materials.
 - Develop a project implementation plan and site staging plan coordinated with Authority and for activities around and adjacent to the site.
 - Provide for construction phasing and scheduling that will minimize interruption to airport operations.
 - Develop detailed budget estimates at critical milestones.
 - Establish guaranteed maximum price (GMP) for work package(s) as identified by the Project Team (Owner, CMAR, PM, and A/E).
 - Investigate and conduct an analysis of construction labor, fabrication, and material markets in preparation for project bidding.
 - Develop scope of work for multiple bid packages.
 - Communicate with subcontractors during the preparation of bid package(s) and during the project bid phase(s).
 - Receive bids, prepare bid analysis, and make recommendations to the Authority for award of contracts or rejection of bids.
 - Implement the bidding process of sub-contracting opportunities with careful coordination to meet the DBE participation goals set by the Authority.

- Address all federal, state, and local requirements.
- 2) **Construction Services** will include, but are not necessarily limited to, the following:
- Manage the work, including the activities of contractors and subcontractors during the construction of the project.
 - Develop and administer the project schedule in accordance with contract requirements.
 - Coordinate on-site construction activities.
 - Coordinate and participate in operational readiness, activation, and transition (ORAT) and Commissioning.
 - Develop and administer BIM coordination processes during submittals and construction.
 - Develop and administer the project safety program.
 - Coordinate with various Authority departments, FAA, TSA, CBP, other agencies, utility companies, airport tenants, local businesses, etc.
 - Monitor the work on the project for quality control and site safety.
 - Manage contract closeout and turnover processes.
 - Communicate with Authority's project management personnel.
 - Oversee, monitor, and coordinate any remedial work required during the project warranty period.
 - Bond and insure the construction.
 - Maintain a safe work site for all Project participants.
 - Address all federal, state, and local requirement

INSURANCE REQUIREMENTS

The Authority has established an Owner Controlled Insurance Program (OCIP). To the extent required by the Owner, Contractor shall fully participate in and comply with all requirements of the OCIP. A copy of the OCIP Manual is attached hereto as **Attachment B**. The OCIP does require some contractor provided insurance coverage as well. During the duration of the Project, Contractor shall comply with the insurance requirements set forth in **Attachment B**.

BONDING REQUIREMENTS

The CMAR shall furnish and keep in force throughout the performance of the Work a separate performance bond and separate labor and material payment bond, each in the amount of the total of the Contract Price (as the same may be modified from time to time) conditioned upon the faithful performance of the Work by the Contractor and payment of all obligations arising in connection with the Work by the Contractor. The bonds shall also guarantee to the Owner that the Work shall be free of all liens. The bonds shall name the Owner as obligee and shall be in such form and with such sureties as the Owner may approve prior to commencement of the Work.

SUBMITTAL REQUIREMENTS

To expedite the evaluation of Submittals, each Submitting Firm must organize its Submittal into the following sections. Submittals which do not follow the specified format as outlined in the evaluation criteria section may be deemed unresponsive and disqualified from the process. In addition, failure on the part of a Submitting Firm to provide the required documentation may be cause for rejection of the Submittal. In the event of any conflict between any of the Submittal documents, resolution thereof shall be at The Authority's sole discretion.

A. General Submittal Instructions

1. Submit the original one (1) hard copy and one (1) electronic copy of the Submittal and the required attachments in 8-1/2 x 11 inch 3-ring binders with all pages numbered sequentially. Each section shall be labeled and/or tabbed.
2. The submittal and attachments cannot exceed thirty (30) single sided pages and must be typewritten. Page limit excludes tabs, covers, dividers, cover letter, table of contents, and resumes.
3. Use at least a 10-point font and ½-inch margins on all Submittal documents.
4. Electronic copy shall be PDF format and provided on USB Flash Drive.

B. Required Submittal Components**1. Cover Letter**

- a. The letter of interest should not be more than two pages and may contain any information not shown elsewhere in the submittals.
- b. This letter must be signed by an executive of the firm who can contractually commit the firm and its resources to the Project and shall include a contact phone number and email address.
- c. Firms submitting as a joint venture must have the principal(s) of the joint venture sign the cover letter. Firms submitting as a joint venture must provide a copy of the draft or executed joint venture agreement as a part of its RFQ submittal. This agreement should be provided in an appendix and is not included in the page count. If a draft agreement is included with this submittal, an executed agreement shall be submitted to the Authority at the interview.

2. Executive Summary

- a. This summary should not be more than two pages. It is to provide a summary highlighting the firm's qualifications and special expertise to provide the services requested in the Request for Proposal and may contain any information not shown elsewhere in the submittal.

3. Corporate Information/Responsive to Proposals

- a. Brief history of the firm, including present ownership and key executives. (Please note if the firm has been debarred for any reason thus preventing the Authority from utilizing any federal or state funding for the Project).
- b. Evidence of the firm's financial capacity to provide a performance bond of up to \$40 million.
- c. Location of corporate headquarters and the location of the office that will handle this project.
- d. State your annual volume (in dollars) of construction for the past five years, your anticipated volume for the current year, and your plans for the next year, including this project. Relevant information to be provided for overall firm and for associated office in which the work will be performed out of.
- e. A firm organizational chart.
- f. A description of the firm's quality control and safety programs and their bearing on this Project. Include Worker's Compensation Experience Modification Rate (EMR) for the last five years.
- g. A description of the firm's in-house pre-construction services capabilities.
- h. Describe your approach and techniques for claims/disputes avoidance and mitigation. Provide a history of prior claims with owners during the past five years for all projects. Include Requests for Equitable Adjustments (REA) over \$100,000. State the amount of the claim or REA, when it was submitted to the Owner (at pre-construction, construction, or

post substantial completion phases), justification for the claim or REA, whether it was initiated by a subcontractor, how it was settled and for what amount. Provide Owner contact name, position and telephone number.

- i. All information/tabbed sections included in package.
4. Project Understanding
- a. Describe your team's general understanding of the Project and the complexities of a phased project within an occupied institution and general public concerns during pre-construction and during construction.
 - b. Include any special issues that you believe may affect the Project or may affect your approach in pre-construction activities.
 - c. Discuss the major challenges to successful completion of the design and bidding phases and how your project team proposes to approach them.
 - d. Describe the expectations your project team has of the Airport.
 - e. Describe the firm's approach to pre-construction services, including its capabilities in estimating, scheduling and project management.
 - f. Describe the firm's approach to pre- construction and construction phase services in the context of the scope outlined in this RFQ.
 - g. Describe how the firm stays abreast of current technologies, innovative practices, and current market pricing structure.
 - h. Describe how the firm will provide effective estimating for key subcontractor areas of responsibility such as HVAC, electrical, and plumbing components during the budgeting phase.
 - i. Describe the subcontractor cost control and time control systems and management techniques your firm will employ to achieve success in completing packages on time and within budget.
 - j. Provide a summary of your firm's approach to quality control during construction. In the summary, include a description of the quality control organization you plan to employ, and the levels and authority of the individuals assigned quality control responsibility.
 - k. Describe your experience managing relationships with the Airport, stakeholders, permitting jurisdictions, utility services, and other entities during this phase.
 - l. Provide a summary of the accident prevention program you would employ, submit your company's EMR and OSHA Lost Time Accident Rate for the past five years for the entire company and the office from which the work will be performed.
5. Relevant Experience
- a. The firm's current and average construction volume during the past five years.
 - b. The firm's aviation experience or experience on projects of similar size and complexity during the last five years and project locations.
 - c. Provide a description of five current or past projects of similar size and complexity where the firm served either as CM at risk, CM as agent, or the general contractor and the following information for each:
 - i. Owner name, address, email address, and telephone number of contact person
 - ii. Completion date
 - iii. Brief description of the project and major elements and special challenges
 - iv. Project size in square feet – separate new construction from renovation
 - v. Photographs of project
 - vi. Contract type
 - vii. Contract amount: budget, actual, and change order value
 - viii. Construction value
 - ix. Note if company supplied pre-construction services

Emphasis should be placed on projects that:

- are valued in excess of \$15 million,
- involved both renovation and new construction,
- must be kept in operation during construction,
- involved project management in airport environments,
- the firm has provided pre-construction and construction phase services under a GMP type agreement

6. Staffing Plan / Proposals of Proposed Team

- a. Provide a chart identifying key individuals on the pre-construction and construction phase team(s) and their respective responsibilities. Indicate who will be on site and who will not, with the understanding that the start date of construction is open, and personnel is subject to change.
- b. Submit current resumes of the proposed team members including their experience (one page) and specifically identify their experience on projects of similar size and complexity. Indicate where they are located.

7. References

- a. Provide three owner references for the Submitting Firm, or if a joint venture, three references for each joint venture partner, for projects of similar size and scope performed at other airports and/or locations. Include the entity name, name of contact person, and the contact person's address, phone number, and e-mail address. Provide two references for each of the proposed team members.

EVALUATION CRITERIA FOR SELECTION

The Authority will review all Submittals for completeness and adherence to the requirements of this SOQ. Submittals that do not follow the specified format may be deemed unresponsive and disqualified from the process. The Authority has established the following specific criteria to evaluate Submittals. The evaluation factors are listed in order of importance. Each criteria category will be given a score based on a compilation of the factors, but the factors are not individually weighted.

PROPOSAL REVIEW & SCORING (130 points maximum)

- 40 points - Firm's Qualifications/Past Performance:
Experience on similar projects within the aviation field while demonstrating success in completing such projects, on time, within budget, and in a highly satisfactory manner; strength of sub-consultants, firm resources.
- 35 points - Project Approach:
 - Pre-construction
Demonstrated expertise and experience of the Proposer in the services required in the contract including detailed estimating, value engineering, constructability and timely estimate reconciliation. Demonstrated ability to understand the contractor's role during this phase.
 - Construction
Demonstrated expertise and performance on complex occupied institutions or other relevant projects, including complex and negotiated projects, quality control, phasing and security controls, safety management and accident prevention and ability to work without disruption to operations, passengers and tenants.

- 25 points - Key Personnel:
Experience and qualifications with similar projects, work at commercial service airports.
- 15 points – Safety Record:
Document your safety history for the previous five (5) years, including any open or closed OSHA citations or investigations. Designate the safety officer for this project and include relevant credentials. Describe key elements of your firm’s general safety plan for work at an operational commercial service airport. Provide firm’s Experience Modification Rate (EMR) for the current year and last five (5) years.
- 10 points - References:
Comments from the firm’s previous clients.

INTERVIEWS & SCORING (75 points maximum)

Interviews are anticipated after the written statements are reviewed. However, depending upon the number and qualifications of respondents, The Authority may elect to select directly from the Statements or may develop a shortlist of the most qualified firms/teams and invite them for personal interviews prior to the final selection. Interviews will provide the submitting firm with an opportunity to identify its project team and provide the MSCAA with an overall outline of its Project approach. Interviews will also be used for time to allow the MSCAA to ask questions with respect to the RFQ submittals. The interviews are expected to be no longer than one hour in length.

Interviews: Interviews with the short-listed firms will be conducted for the purpose of determining which of the short-listed firms are the most qualified for the project; which firms have the project personnel best able to complete the scope of services; and which firms most fully understand and are able to perform the role of GC/CM as envisioned by the Airport.

Key personnel (limit of six) from proposing firms to be assigned to the project are required to be present and participate in the interview. Additional instruction will be forwarded to those CMAR’s that are selected for interviews.

SUBMITTALS REQUIRED DURING INTERVIEW

Respondents selected for interviews shall provide a completed attached Pre-Construction and General Conditions Worksheet (Attachment E). This should be submitted at the time of the interview. Do NOT submit the rates and fee worksheet with the RFQ submittal.

SELECTION PROCEDURES

Statements of Qualifications will be solicited from all firms or proposed teams that wish to be considered for the services outlined in this Scope of Services. One firm or team will be selected by MSCAA based on a review of submitted statements. Statements submitted by the deadline established in these instructions will be reviewed and evaluated by MSCAA in accordance with the listed criteria. MSCAA will make the selections based on material submitted and in-person interviews.

Following the evaluation of submittals and interviews by the selection committee, the firms will be ranked for the project. The provided and completed Pre-Construction and General Conditions Worksheet will be considered as part of the final selection. The MSCAA shall then select the CMAR that submits the proposal that offers the best qualifications and value to the Authority based on the published selection criteria and submitted fees & rates.

Upon selection approval, the staff will negotiate a fee and scope for the required pre-construction services with the selected firm. If a mutually satisfactory fee is negotiated, it will be submitted to MSCAA’s Capital Program Executive Staff or its Board of Commissioners for approval.

A decision regarding the details and timing of the final selection process will be based entirely on the judgment of the MSCAA’s Selection Committee.

Upon completion of the selection process, all firms that submit proposals will be advised of the status of their response and the recommendation of the Committee. The MSCAA will then negotiate a fee with the selected firm for the negotiated scope of work.

ATTACHMENTS

1. Attachment A – Terminal Modernization & Seismic Program Concept
2. Attachment B – Insurance Requirements
3. Attachment C – Bonding Requirements
4. Attachment D – Federal & State Contract Provisions
5. Attachment E – Pre-Construction and General Conditions Worksheet
 - a) Note that assumptions for the duration and scope of the project will be finalized through the pre-construction phase and the CMAR estimates are for comparison purposes. The Pre-Construction Fee and the CMAR percentage fee shall, however, be considered as basis for contract negotiation.

PROJECT SCHEDULE

RFQ Available:..... **August 31, 2022**
Deadline for Questions: **September 14, 2022 at 5:00 P.M.**
Final Questions Answered/Addendum Issued: **September 19, 2022**
Statement of Qualifications Due:..... **September 27, 2022 at 2:00 P.M.**
Selection Interviews: **October 2022**
Final Selection: **October 2022**
Award of Pre-Construction Contract: **October 2022**
Notice to Proceed (NTP) for Pre-Construction Services **November 1, 2022**
NTP for Phase 1 (TBD) Construction **ASAP***

** Scope of Phase 1 is still to be determined. Through design and pre-construction services, CMAR will help identify scope of Phase 1 Construction which could include initial and enabling projects. Goal is to have Phase 1 Construction underway as early in 2023 to meet the requirements and timelines of Federal funding.*

DISADVANTAGED BUSINESS ENTERPRISE PROGRAM

The MSCAA hereby notifies that it will review and award bids in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C. 2000d to 2000d-4a and Title 49, Part 26, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation issued pursuant to such Act. The MSCAA further notifies all Respondent’s that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, Disadvantaged Business Enterprises (DBEs) will be afforded full opportunity to submit material in response to this invitation and will not be discriminated against on the grounds of age, race, sex, color, national origin or disability in its hiring and employment practices, or in admission to, access to, or operation of its programs, services and activities. The DBE participation goal for this contract is 0% in accordance with the requirements of the contract.

It is the policy of MSCAA that small business concerns owned and controlled by socially and economically Disadvantaged Business Enterprises (DBE's), have the maximum opportunity to participate in the performance of contracts with MSCAA. Accordingly, a percentage requirement for DBE participation on this project has been established at 0%. Respondents must indicate that they plan to meet these requirements by including information on the DBE firms to be employed in the project. It is not mandatory that all specifics of DBE participation be provided with the RFQ; a statement as to the general means, location, and amount of DBE participation offered will suffice for initial considerations. If selected, the respondent MUST provide required documentation with specific details for matching or exceeding the DBE goals prior to signing the contract.

CONTACT OF AIRPORT STAFF AND BOARD OF COMMISSIONERS

All firms are hereby placed on notice that neither the MSCAA Board of Commissioners, nor its employees or agents shall be lobbied either individually or collectively regarding this RFQ. Respondents, consultants and their agents are hereby advised that they are not to contact members of the MSCAA Board of Commissioners or staff members for such purposes as holding meetings of introduction, dinners, submission of information that is not part of the RFQ response, etc. if they intend to submit, or have made a submittal for consideration. Employees, agents and representatives from firms submitting qualifications for this project shall not undertake any activities or actions to promote or advertise their submittal to the Board of Commissioners or airport staff members.

ANY FIRM CONTACTING INDIVIDUALS MENTIONED HEREIN SHALL BE IN VIOLATION OF THIS WARNING AND MAY BE DISQUALIFIED FROM FURTHER CONSIDERATION.

PROJECT DESCRIPTION

Terminal Modernization & Seismic Program - CMAR Services Memphis International Airport MSCAA Project No. 22-1459-01

Memphis International Airport, “America’s Aerotropolis”, is a powerful driver of economic activity in the Memphis region. The Airport is operated by the Memphis-Shelby County Airport Authority and is the headquarters for the FedEx air cargo operation; an important destination for multiple airlines; and home of a state-of-the art Air National Guard facility. The Airport also houses numerous ancillary support facilities; two fixed base operations adjacent to the Airport; and two general aviation facilities at off-site locations.

The primary objectives of the Terminal Modernization & Seismic Program - CMAR Services are to provide Construction Manager at Risk services in support of the Terminal Modernization & Seismic Program (more information is available at <http://www.flymemphis.com>).