



ALLEGHENY COUNTY AIRPORT AUTHORITY
PITTSBURGH INTERNATIONAL AIRPORT
ALLEGHENY COUNTY AIRPORT

REQUEST FOR PROPOSALS
PITTSBURGH INTERNATIONAL AIRPORT
TERMINAL MODERNIZATION PROGRAM
CONSTRUCTION MANAGEMENT – AGENCY SERVICES

The Allegheny County Airport Authority (ACAA) is soliciting proposals from interested and qualified firms to enter into two separate contracts with the ACAA to perform Construction Management - Agency (CM) services for the Terminal Modernization Program (TMP) at Pittsburgh International Airport (PIT). The ACAA has selected a Program Director (PD) who will lead the Program Management Office (PMO) and the Program Management (PM) and CM efforts. The intent of this Request for Proposals (RFP) is to solicit qualified Agency CM Teams to manage the construction phase services of the TMP. It is the ACAA's intent to deliver this project using a Design-Bid-Build program delivery model. The ACAA will bid and hold all construction contracts, in accordance with the Commonwealth of Pennsylvania Separations Act (71 P. S. 1618). The CM will be responsible for the coordination, administration and oversight of the execution of all construction contracts including the successful management of the construction, logistics, project costs, schedule, quality, contractor interfaces, and safety on the projects. In addition, the CM may perform design reviews and constructability reviews prior to construction contract procurement.

The ACAA has decided to break the TMP project into two distinct design contracts. The first design contract has been awarded to Gensler+HDR in association with Luis Vidal + Architects for the design of the "Terminal Projects". The Terminal Projects will include the following major elements:

1. Overall concept development;
2. New landside terminal;
3. Renovation of the existing concourses;
4. Terminal wayfinding;
5. Site design, including landscaping;
6. Infrastructure design, to support roadways, bridges, and certain surface parking lots;
7. Demolition of the existing landside terminal building;
8. Conceptual design of the Landside projects (listed below);
9. Modifications of the central utility building to accommodate the new TMP.

The second design contract, for the Landside Projects - Architectural and Engineering (A/E) Design and Construction Phase Services, is being solicited concurrently with the

procurement of the CM services for the TMP. The Landside Projects will include the following major elements:

1. Design of the approximately 3,500-space parking multi-use garage;
2. Design for the new parking exit plaza;
3. Wayfinding services for the garage and rental car ready returns;
4. Design of the rental car customer service facility;
5. Design of the Ground Transportation Center (GTC);
6. Design of the Quick Turnaround (QTA) facility for rental cars;
7. Design of the rental car ready return lot;
8. Close-in, Long-term surface public parking lot;
9. Commercial vehicle lot.

For clarity of Scope of Work (SOW), **Exhibit 1** provides a Site Plan for the approximate split of the A/E SOW between the two contracts included in the Terminal and Landside Projects scopes. The Landside Projects scope includes the service and/or secondary (interior) roads, such as from the return lot to QTA, QTA to the airport return road, and others as shown on **Exhibit 1**.

It is ACAA's intent to align the CM services contracts with the two A/E design contracts. A CM Team will be selected to perform the CM services for each of design packages. One contract will be referred to as the Terminal Projects CM and the second will be referred to as the Landside Projects CM.

Conflict of Interest Preclusions

The prime team members of the Gensler+HDR in association with Luis Vidal + Architects team are excluded from pursuing the CM services for both the Terminal Projects and the Landside Projects, as well the A/E Design of the Landside Projects. However, any other lower tier subs may pursue the Landside Projects A/E design services and/or the CM services for the Terminal or Landside Projects as a prime or as a sub-consultant.

However, the proponents can respond to one or both CM packages and/or the Landside Projects A/E services. Due to the differences in the type of construction in each package, a separate response must be submitted for each CM package. However, a proponent is precluded from performing CM services for an element for which any member of the firm is performing design services for the same package. A firm is not precluded from providing CM services on a package for which that firm is not providing design services. For example, if Firm X is part of the design team for the Terminal Design package, it is precluded from performing CM services for the Terminal work. Firm X may submit a proposal for CM services for the Landside package provided it has no role on the Landside Design Team.

More succinctly stated, a firm cannot be part of a team, as a prime or sub that would be construction managing its own design work.

ACAA reserves the right to evaluate individual situations of potential proposers and based on the input of the ACAA's Solicitor or Special Counsel, make a final determination on a case by case basis.

TMP Background

The TMP will relocate the Landside Terminal and related ground-side functions to a new terminal complex that will be constructed adjacent to the existing Airside Terminal. After the new terminal complex is constructed and fully operational, the existing Landside Terminal may be demolished or adapted for re-use. The TMP includes:

- A three-level, approximately 632,000-square foot terminal facility consisting of:
 - Ground Level: Includes airline and airport support, such as baggage operations, explosive baggage detection systems and building utilities;
 - Concourse level: Includes airline operations and all passenger and public spaces such as ticketing, baggage claim, security screening checkpoint and concessions;
 - Mezzanine level: Includes ACAA administrative offices and conference space;
- Refurbishment of the existing Airside Terminal concourses;
- A six-story garage connected to the Landside Terminal addition by two pedestrian bridges. The garage structure will house approximately 3,500 public parking spaces, rental car customer service counters, ready return spaces, and ground transportation center (GTC);
- A separate rental car Quick-Turn-Around (QTA) facility;
- Paved lots for commercial vehicle staging and a cell phone lot; and
- New roadway system to support the new terminal complex.

Program Objectives

The TMP shall embody and further the ACAA's vision, mission and strategic priorities for PIT; which are:

- Vision: *“To transform Pittsburgh’s airports to reflect and serve the community, inspire the industry, and advance the region’s role as a world leader.”*
- Mission: *“A global aviation leader driving innovation, regional growth, and prosperity by investing in our employees, customers, airlines, and partners.”*
- Strategic Priorities:
 - Operational Excellence
 - Employee Engagement
 - Cost Competitiveness
 - Customer Service

Five principles that guide the TMP are available on the TMP website <http://pitttransformed.com> and are listed below:

1. Stable airline costs;
2. Building Pittsburgh's airport;
3. Becoming environmentally sustainable;
4. Enhancing the experience for all customers;
5. Providing value to our community.

The ACAA intends that the TMP will position PIT as an industry leader in airport design, operation and management and that the new facilities will provide best-in-class passenger experiences. The ACAA intends to select key entities who will partner with the ACAA to combine a local sensibility with both national and international best practices to deliver the TMP to the community.

Selection Process

It is ACAA's intent that the selected TMP CM Services Teams will be available to begin work before the end of the Schematic Design Phase of the TMP. It is anticipated that the CM services agreements will be awarded by the end of February 2019.

The ACAA has scheduled an Industry Day #3 on September 13, 2018. to maximize the opportunity of firms intending to propose as a CM prime or CM prime team member to connect with other firms interested in partnering with the prime firms, specifically small, local, and veteran-owned firms, along with Disadvantaged Business Enterprises (DBE), Minority Business Enterprises (MBE), and Women Business Enterprises (WBE). The ACAA is requesting that all interested small, local, and veteran-owned firms, along with DBE, MBE, and WBE firms register for Industry Day #3 on the pitttransformed.com website. The ACAA will provide a list of registered firms to any CM prime or CM prime team member firm who has registered their interest in submitting a proposal to TMPProcurement@flypittsburgh.com.

Any firm/team interested in submitting a Proposal as a Prime is strongly encouraged to register the following information at TMPProcurement@flypittsburgh.com **no later than Tuesday, September 11, 2018** in order to have a station at the Industry Day Event:

- Firm Name;
- Point of Contact (POC) at Firm;
- Address;
- Telephone number;
- E-mail address of POC;

To foster an opportunity for respondent firms to meet and develop teaming options with local, small businesses, veteran-owned, DBE, MBE, and WBE firms, the ACAA will post and update the list of interested prime firms at pitttransformed.com.

The ACAA will select the preferred CM Team as follows:

- Evaluate/Score the RFP response submissions and rank the firms based on the RFP submissions;
- Potential short-listing of CM Teams based on the ranked scoring of the firm's/team's responses to the RFP;
- Interviews of top ranking or short-listed CM Teams;
- Selection of preferred CM Teams;
- Negotiation with the preferred CM Team(s);

- Award of contract.

Scope of Work

The CM Team in collaboration with the Program Director (PD) and PMO, will develop a Construction Management Plan (CMP). The CMP will define delivery methods, establish project controls, and identify the organization and key staffing of the on-site TMP CM services.

The CM will work under the direction of the PM and will provide the following CM services including, but not limited to the following:

Overall Construction Management

- Participate in the development, refinement and maintenance of the master schedule;
- Participate in the development, refinement and maintenance of the project controls and procedures, including those needed to identify, evaluate and manage potential risks, including:
 - Program/project planning;
 - Program/project phasing;
 - Program/project administration;
- Participate in the development, refinement and conformance to the project budget;
 - Monitor actual costs versus budgeted costs for each TMP element;
- Participate in the management of scope and cost changes;
- Assist in the selection of the construction delivery method(s) for all TMP elements;
- Participate in the review and provide input on the bid documents, RFQ/RFP(s) and solicitations;
- Coordinate and manage pre-bid conferences;
- Review of bids, recommend awards and assist ACAA to prepare award documents;
- Participate in the development, refinement and management of overall project safety;
- Participate in the development, refinement and implementation of the overall QA/QC program;
- Participate in negotiations of contracts;
- Assist in the Public outreach efforts as directed by PM;
- Other duties as assigned by the PD.

Design Management

- During the Pre-Construction Phase, the CM team will support the PM team in the Management of the A/E Teams to ensure adherence to design schedule and budget, including and not limited to:

- Ensuring quality and scope of design is commensurate with available construction budget;
- Design cost reviews and reconciliation of PM, A/E and CM cost estimates at each phase of design;
- Constructability reviews;
- Value engineering studies;
- Review of special program elements and/or systems, such as:
 - Baggage handling system;
 - Security;
 - Quick Turn Around (QTA) area;
 - Information Technology (IT);
 - Aircraft Fueling;
- Obtaining permits;
- Building Information Modeling (BIM) program development;
- Participate in the implementation of the QA/QC program to ensure that all designs are consistent and meet the highest level of technical quality and constructability;
- Other duties as assigned by the PM.

Change Management

- Assist the PM Team in monitoring the program execution in a proactive manner to ensure that changes are avoided whenever possible;
- Assist the PM Team in identification and communication of appropriate change(s) in scope of construction;
- Assist the PM Team in the review/recommendation of contract modifications/change orders in construction contracts;
- Assist the PM Team in validating impact(s) of changes;
- Assist the PM Team in the management of documentation of changes in construction;
- Other duties as assigned by the PM.

Data Management

- Assist the PM Team in the coordination of BIM and Construction Operations Building Information Exchange (COBie) to exchange and integrate data throughout the design and construction process(es);
- Other duties as assigned by the PM.

Risk Management

- Take the lead in the development, refinement and maintenance of the programs and procedures to monitor and avoid any potential risks to the program schedule and costs associated with construction;
- Develop, refine and maintain programs and procedures to monitor, verify and document that all consultants', contractors' and/or sub-consultants' contracts have the appropriate levels of insurance;
- Participate in the development, refinement and maintenance of the programs and procedures to monitor, verify and document consultant, sub-consultant and/or contractor implementation of required safety and security programs;
- Participate in the development, refinement and management of the health/safety programs; and;
- Other duties as assigned by the PM.

Pre-Construction Phase Services

- Program Review and Evaluation;
- CM Plan;
- Preliminary Costs Estimates;
- Design Phase Reviews;
- Project Schedules;
- Construction Phasing and Bid Packaging Recommendations;
- General Conditions and Temporary Facilities Recommendations;
- Labor Market Analysis and Recommendations;
- EEO and DBE Program Requirements Compliance and Recommendations;
- Development of Prospective Bidder Interest, Review and Evaluation;
- Bid Review, Evaluation and Recommendations;
- Construction Contract Preparation Assistance;
- Subcontractor and Material Supplier Review, Evaluation and Recommendations;
- Building Permit Assistance;
- Contractor Pre-Qualification Analysis;
- Pre-Bid Meeting Support of the PM Team;

Construction Phase Administration Services

- Pre-Construction Meeting support of the PM Team;
- On-Site Administration of the Construction Contracts;
- Coordination of Activities and Responsibilities of Multiple Prime Contractors;
- Project Scheduling Coordination and Updating;

- Conduct Project Coordination Meetings;
- Scheduling, Coordination and Sequencing of Construction;
- Schedule Material Testing and Inspection;
- Construction Inspection;
- Quality Assurance and Quality Control (**See Note 1 below.**);
- Cash-Flow Management;
- Optimizing Use of Available Funds;
- Processing Applications and Certifications of Payments;
- Safety Program Review and Assurance;
- Advice and Consultation during Construction;
- Submittal Review and Administration;
- RFI Review and Administration;
- Change Order Management;
- Construction Claims Management;
- Preparation of Daily Reports;
- Preparation of Monthly Progress Reports;
- Coordinate Final Testing, Start-up, Operations and Commissioning;
- Provide Building Commissioning services (**See Note 2 below.**);
- Coordination of Final Inspections and Punch-Lists;
- Certification of Substantial Completion ;
- Additional CM services that may be identified by ACAA on an as needed basis.

Note 1: It is ACAA's intent to award two separate contracts for Quality Assurance (QA) Testing that will be managed by the CM's. One QA testing agreement will be for the Terminal Projects and the other will be for the Landside Projects. The Quality Control (QC) testing will be the responsibility of the Trade Contractors.

Note 2: Building Commissioning Services

CM services proposers should plan to provide the following commissioning scope of services:

Commissioning

The ACAA has elected to use commissioning as a quality process to plan, design, construct, and operate the TMP. As with any quality control process, commissioning provides tools to enable everyone involved in the design and construction of a building to ensure that the final building meets the original intent of the ACAA.

The following is a summary of the commissioning process that CM's are intended to implement for the TMP. The proposers are free to suggest changes and improvements

to this process; however, for the purposes of this RFP, the following process and scope will be assumed and addressed:

Systems to be Commissioned

The following systems, including all components and controls, are to be commissioned by the CM's as part of the Scope of Work in accordance with the processes described below:

1. Central building automation systems, including linkages to remote monitoring and control sites (this excludes any security-related control systems or interlocks);
2. All equipment of the heating, ventilating and air conditioning (HVAC) systems;
3. Refrigeration systems;
4. Life safety systems (fire alarm, fire protection);
5. Service water systems, including rainwater harvesting systems;
6. Domestic hot water systems;
7. Emergency power and uninterruptible power supply (UPS) systems and/or emergency generator;
8. Communication and paging systems;
9. Daylight harvesting, and central and local lighting control systems (including occupancy sensor sampling);
10. Building envelope systems to help ensure against bulk water intrusion, water infiltration, and air infiltration;
11. Any Smart Technology implemented in the design;
12. Additional systems depending upon the LEED credits pursued.

The CM Team will be responsible for providing commissioning services during the following phases:

- Design Phase Commissioning;
- Construction Phase Commissioning;
- Warranty Phase Commissioning.

The detailed scope of the three commissioning services outlined above will be developed in detail at the time of the final CM services SOW development with the selected firms.

Commissioning Authority (CxA) Responsibilities

The CxA shall be involved in the project from the beginning of the Design Phase through the construction warranty/correction period. During construction, the CxA shall develop and coordinate the execution of a testing plan, including observing and documenting the performance and functionality of all systems in accordance with ACAA's objectives and the construction contract documents, as described above.

The CxA is not responsible for design concepts, design criteria, compliance with codes, design or construction scheduling, cost estimating, or construction management, but may assist with problem-solving or resolving non-conformance issues or deficiencies.

The primary role of the CxA is to ensure that ACAA's design intent developed during the planning phase is achieved through the design, construction, and operation of the facility.

Qualifications

The Prime/Commissioning Authority (CxA) firm must demonstrate depth of experienced personnel and capability to sustain loss of assigned personnel without compromising quality and timeliness of performance.

A member of the CxA firm will be the designated Commissioning Authority (CxA). The Commissioning Authority will be the member of the team that will coordinate the commissioning activities from the technical perspective. This party may not necessarily be the team's overall project or contract manager. The CxA must have significant building commissioning experience, including technical and management expertise on projects of similar scope. If the CxA does not have sufficient skills to commission a specific system, the CxA shall subcontract with a qualified party to do so.

Subcontractor qualifications shall be included and clearly designated in the response to this RFP.

It is the ACAA's desire for the person designated as the Commissioning Authority to satisfy as many of the following requirements as possible:

1. Acted as the principal CxA for at least three projects over 250,000 square feet within the past 10 years for terminal project experience and for landside projects provide experience of similar size and complexity;
2. Significant experience with the requirements and applications of the USGBC's LEED Green Building Rating System;
3. Extensive experience in the operation and troubleshooting of HVAC systems, energy management control systems, and lighting controls systems;
4. Extensive field experience is required. A minimum of 5 full years in this type of work is required;
5. Knowledgeable in building envelope design and construction;
6. Knowledgeable in building operation and maintenance and Operations & Maintenance training;
7. Knowledgeable in testing and balancing of both air and water systems;
8. Experienced in energy-efficient equipment design and control strategy optimization;
9. Direct experience in monitoring and analyzing system operation using energy management control system trending and stand-alone data logging equipment;
10. Experience with indoor air quality testing procedures;
11. Excellent verbal and writing communication skills. Highly organized and able to work with both management and trade contractors;
12. Experienced in writing building systems commissioning specifications.
13. A degree in Mechanical or Electrical Engineering, or commissioning related professional discipline is strongly preferred and a Professional Engineer (PE) license is desired; however, other technical training and past commissioning and field experience will be considered;
14. Membership in The AABC Commissioning Group (ACG) will be considered a plus, and ACG Certification by virtue of having passed the ACG Certification Examination will be considered an extra plus.

The CM Team's Scope of Work for the TMP will be set forth in detail under a Professional Services Contract following selection.

Proposal Content

CM Teams shall provide 15 bound, printed, paper copies and an electronic (pdf) file of their Proposal. Paper copies which shall be submitted to:

TMP Procurement
Allegheny County Airport Authority
Pittsburgh International Airport
Landside Terminal, 4th Floor Mezzanine
PO Box 12370
Pittsburgh, PA 15231-0370

Electronic files may be submitted to TMPProcurement@flypittsburgh.com or via a USB Flash Drive with paper copies of the Proposal. The Proposal shall not exceed 30 pages, as specified, when printed single-sided. Items noted as (NC), not-counted, will not be included in the 30-page limit. If the CM Teams would like to submit additional information, they can do so as an Appendix to the Proposal. The Appendix will be limited to a maximum of 25 pages. Materials submitted as an Appendix may or may not be reviewed and considered by ACAA. The Proposal shall be primarily formatted using 11-point font on 8-1/2" x 11" paper with no more than four (4) 11"x 17" fold-out pages. The main body of the text should be predominantly 11-point font. Font sizes for graphics and/or organizational charts may vary at the proposer's discretion.

As stated in the Conflict of Interest Preclusions sections; proponents can respond to one or both CM packages. Due to the differences in the type of construction in each package, a separate Proposal must be submitted for each CM package. Proponents must clearly mark on the cover of the RFP response and on all proposal pages if they are submitting in response to the Landside Projects CM services or the Terminal Projects CM services.

The Proposal shall be organized in the following manner, with each numbered content section separated by a tab insert. The CM selection will be based on an evaluation of the CM Teams responses to the elements as listed:

1. Cover (NC);
2. Table of Contents (NC);
3. Transmittal Letter (2-page limit);
4. Prime Consultant/Lead Member (1-page limit);

Provide the following information:

- Legal Structure and the name and address of the legal entity that will contract with the ACAA if awarded the Agreement for the services. If the CM Team is a consortium, partnership, joint venture or multi-party entity, a Lead Member of such entity must be identified to ACAA. The Lead Member will be expected to have full authorization from the CM Team to bind the CM Team. Once under contract, the Lead Member must be fully authorized by the CM Team to respond to ACAA's requests, directives or questions in a timely manner. It is ACAA's intent that the Lead Member will be the single point of contact for the CM Team. A copy of any consortium, partnership, joint venture or other multi-party agreement must be provided to ACAA.

- Name, address, email address and telephone/fax numbers of one individual to whom all future correspondence and/or communications will be directed.

5. CM Team Qualifications/Relevant Experience (7-page limit):

Terminal Projects CM services

Identify at least one large, multi-faceted, multi-disciplined terminal expansion program or programs of similar functional type(s), size and complexity as the TMP at other medium- to large-hub airports completed, or substantially completed within the past 10 years with a cumulative construction value of at least \$250 million on which the Proposer acted in the capacity of prime CM.

Proposers may, as an alternate, identify alternative similar size and complexity projects that are not airport projects. Also provide at least one project reference for a comparable size and complexity project/program for which a firm on your team has successfully completed Commissioning services.

Landside Projects CM services

Identify at least one large, multi-faceted, multi-disciplined parking structure / CONRAC facility of similar functional type(s), size and complexity as the TMP at other medium- to large- hub airports completed, or substantially completed within the past 10 years on projects of similar size and complexity on which the Proposer acted in the capacity of prime CM.

Proposers may as an alternate identify alternative projects of a similar size and complexity that are not airport projects. Also provide at least one project reference for a comparable size and complexity project/program for which a firm on your team has successfully completed Commissioning services.

Proposers must submit relevant similar projects/programs for the specific design contract that you are submitting on.

Provide the following information for each program/project:

- Name of the program, the Owner and program location;
- Program description;
- Key metrics and Key Performance Indicators for the program that demonstrate positive performance;
- For each program; the original program management contract amount and the actual amount paid. Explain the reason(s) for any significant variation;
- For each program the percentage of CM fees as relates the total program construction costs;
- For each program, a reference list – including contact names, positions, address, telephone numbers and e-mails. These contacts should be Owner’s staff representatives who oversaw project for Owner.

6. Project Understanding (4-page limit):

Describe the Proposer's level of commitment and understanding of the ACAA's goals and objectives as well as understanding of the TMP scope, phasing, operational impacts and any potential challenges.

7. Approach to Project Assurances (2-page limit):

For all the areas listed below, describe how the Proposer would set-up, maintain and utilize systems to control:

- Documents;
- Communication plan;
- Health, environment, security and safety;
- Unique Challenges.

8. CM Team Composition Table (NC)

Provide a summary table listing the following information for each firm comprising the CM Team. This table will be used to cross reference key staff, responsibilities and firms:

- Firm name and technical area(s) of responsibility;
- Anticipated participation in terms of percentage of CM fee;
- Whether the firm is a certified DBE firm. Only firms listed on the PA Unified Certification Program database (www.paucp.com) will be considered for DBE participation; and
- Name of key staff person(s) responsible for day to day management of the firm's technical service area(s) and the percentage of time proposed to be allocated to the TMP. Only one key staff shall be named for a technical service area;
 - Include key staff resume(s) and project experience in Section 12.

9. Construction Management Team (CMT) Approach (5-page limit):

Describe the Proposer's approach to working with the PD, PM, A/E Team(s), other consultants and ACAA staff in a cohesive and integrated program management and construction management team, including but not limited to:

- Organizational chart indicating the total number of staff and those key staff positions being proposed to execute the roles and responsibilities as identified in this RFP;
- A schedule for mobilization for all key staff and all staff identified in the organizational chart. The mobilization schedule should be based on the current preliminary program schedule, design schedule and phasing/bid packaging strategy.
 - Include a schedule of tasks that the team identifies as priorities to be initiated and/or completed within the first 30, 60 and 90 days following Notice to Proceed;

- Unique challenges and/or opportunities addressed in the performance of the TMP in a team environment;

Commitment to DBE participation. ACAA currently has 14% DBE participation goal on contracts and strongly encourages additional participation by small, local, and veteran-owned firms, along with DBE, MBE, and WBE firms. ACAA Industry Day #3 will be held on September 13, 2018 to facilitate the connection between CM Team Proposers and these firms. Only firms listed on the PA Unified Certification Program database (www.paucp.com) will be considered for DBE participation.

The ACCA wants to provide our DBE community the best opportunity to participate on the TMP program. Recognizing the limited number of qualified, experienced and certified DBE firms that will be pursuing these opportunities, the ACAA is strongly encouraging that our Prime proposer's community not ask their DBE teaming partners to commit to them exclusively. ACAA is strongly discouraging DBE firms to be exclusive to only one team pursuing the three solicitation opportunities.

10. Program Delivery and Management Approach (8-page limit):

Describe approach to providing construction management and delivery of the TMP, assuming a design-bid-build procurement for the major TMP elements, with possibilities for multiple design and construction packages. How would the Proposer oversee, manage and organize the construction of the program projects to deliver the TMP elements on time and within budget.

Include in your approach the following information:

- Describe how the Proposer will assist the PM manage the design processes in maintaining scope, schedule and budget;
- Describe how the proposer will manage multiple prime contractors to ensure successful completion of projects on time and on budget;
- Describe any pre-construction and/or construction management tools that the proposer may employ;
- Describe approach to prevention and management of change orders;
- Describe the Proposer's potential approach to achieve consistent and effective QA/QC in the construction management for the program projects;
- Describe the Proposer's potential approach to achieve the successful delivery and completion of Building Commissioning for the program projects;
- Describe the Proposer's approach to working with the PM Team and the other CM team in developing and implementing an overall health and safety program;
- Provide a brief general overview of the process and methodology the Proposer would use to interact, collaborate and support and collaborate with the PMO, ACAA Steering Committee's and Best Practice Focus Groups during the design and construction phases. Such groups could include:
 - Arts and Culture
 - Building Systems/BIM

- Concessions
- Gardens and Landscaping
- Ground Transportation and Parking
- Accessibility
- Safety and Security
- Sustainability
- Technology
- Others to be identified.

11. Familiarity/Experience delivering BIM and COBie, or similar programs, from design/construction to operations and handover to Owner (1-page limit):

Describe the Proposers' familiarity and experience using BIM and COBie to exchange and integrate data throughout the design process, involvement during construction phases and final handover to the Owner.

- Provide the following contact reference information for at least one (1) project of reasonably equal complexity to the TMP: names, positions, addresses, telephone numbers and e-mails. These contacts should be Owner's staff representatives who oversaw project for Owner.
- Specifically describe the proposer's approach, resources and key staff experience for those team members who would be responsible for the BIM/COBie handover, including any lessons learned and/or general recommendations.

12. Key Staff Resumes (NC):

Provide no longer than 2-page resumes for key staff listed in the organizational chart in Item 8. Resumes shall be organized in the hierarchy shown on the organization chart and be uniformly formatted to include:

- Name of key staff person and area(s) of technical expertise;
- Years with the firm;
- Education, degrees, professional licenses/certifications and industry affiliations;
- Total years of experience/total years of aviation experience;
- Project Experience:
 - Name of program, Owner and location;
 - Name of firm employee worked for at the time of the referenced project;
 - Responsibility of named staff member;
 - Description of program, to include but not be limited to:
 - Start/end month and year for pre-construction services during design, if applicable;

- Start/end month and year for construction NTP through beneficial occupancy or commissioning;
 - Original construction budget amount/final construction amount and reasons for any significant differences.
- Reference list – including contact names, positions, address, telephone numbers and e-mails. These contacts should be Owner’s staff representatives who oversaw project for Owner.

Schedule for Selection

The anticipated schedule below represents the ACAA’s best estimate of the schedule that will be followed in selecting the CM Team(s). The length of the contract term for the contract is anticipated to be for a duration of approximately 5 to 5 ½ years.

- ACAA Issues RFP: September 7, 2018;
- Pre-Proposal Meeting: September 13, 2018 1:30 PM at Airport Hyatt;
- Last Date for ACAA to receive questions on RFP: Monday, September 24, 2018 by 4:00 PM;
- Target Date for ACAA to respond to RFP questions: Monday, October 1, 2018;
- Proposals Due to ACAA: October 31, 2018 by 4:00 PM;
- Interview schedule notifications: November 14, 2018;
- Interviews: Tentatively scheduled for December 4-7, 2018;
- Selection and Negotiations: December 2018 - January 2019;
- Contract Award: February 2019;
- Contract Start (Notice to Proceed): Target March 2019.

Questions

Questions will be accepted until 4:00PM Monday, September 24, 2018 and shall be submitted to the www.pittransformed.com website. Any further information related to this RFP will be provided on www.pittransformed.com as it becomes available. ACAA reserves the right to answer all or none of the questions submitted.

Communication Requirements

ACAA has established communication requirements applicable to the TMP procurement process and this RFP. The communication requirements were imposed on the issuance of the CM Team RFP and will end upon successful negotiation of a contract with the selected CM Team.

The communication requirements prohibit any communications regarding this RFP between:

- A potential CM Team (which includes vendors, service providers, bidders, lobbyists and consultants) and their representative(s) and ACAA’s staff, except for communications with the ACAA’s procurement agent or other supporting

procurement staff responsible for administering the procurement, provided such communication is strictly limited to procedural matters;

- A potential CM Team and their representative(s) and an ACAA Board Member;
- A potential CM Team and their representative(s) and any member of the Technical Evaluation Committee;
- A potential CM Team and their representative(s) and any consultant(s) and/or extension staff at ACAA working on the TMP.

The communication requirements further establish that:

- Entities wishing to do business with the ACAA are discouraged from undertaking any actions that could be construed by the general public as being part of or sponsored by the ACAA or otherwise associated with the Terminal Modernization Program without approval of the ACAA.
- Entities under contract with the ACAA should not undertake any public activity or provide any public communications about the ACAA or Terminal Modernization Program without the approval of the ACAA.
- Unauthorized and/or improper use of ACAA-owned brands, including logos for PITTransformed, PIT or other entities of the ACAA, are strictly prohibited.

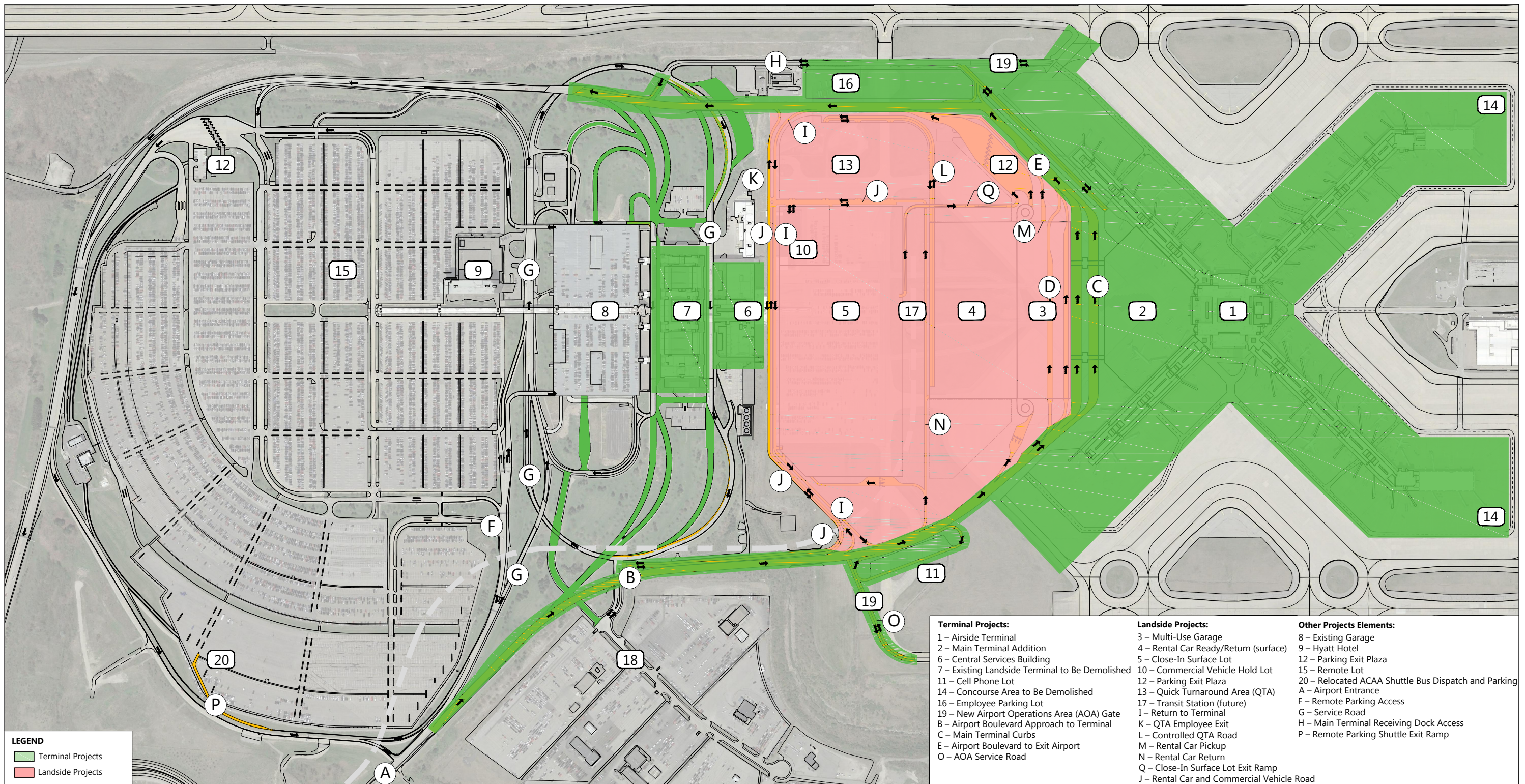
The ACAA appreciates your interest in Pittsburgh International Airport and its exciting transformation. The ACAA looks forward to finding the right partner to continue to position Pittsburgh International Airport as an industry leader in airport design, operation, and management.

ACAA is seeking a partner to help create facilities that will provide best-in-class passenger experiences while combining a local sensibility with both national and international best practices to deliver the Terminal Modernization Program to the Pittsburgh community.

Thank you for your interest in joining the ACAA team during this exciting transformation.

Exhibit 1 - Scope Split Site Plan

DRAFT



LEGEND

- Terminal Projects
- Landside Projects

- | | | |
|--|--|---|
| <p>Terminal Projects:</p> <ul style="list-style-type: none"> 1 – Airside Terminal 2 – Main Terminal Addition 6 – Central Services Building 7 – Existing Landside Terminal to Be Demolished 11 – Cell Phone Lot 14 – Concourse Area to Be Demolished 16 – Employee Parking Lot 19 – New Airport Operations Area (AOA) Gate B – Airport Boulevard Approach to Terminal C – Main Terminal Curbs E – Airport Boulevard to Exit Airport O – AOA Service Road | <p>Landside Projects:</p> <ul style="list-style-type: none"> 3 – Multi-Use Garage 4 – Rental Car Ready/Return (surface) 5 – Close-In Surface Lot 12 – Parking Exit Plaza 13 – Quick Turnaround Area (QTA) 17 – Transit Station (future) I – Return to Terminal K – QTA Employee Exit L – Controlled QTA Road M – Rental Car Pickup N – Rental Car Return Q – Close-In Surface Lot Exit Ramp J – Rental Car and Commercial Vehicle Road | <p>Other Projects Elements:</p> <ul style="list-style-type: none"> 8 – Existing Garage 9 – Hyatt Hotel 12 – Parking Exit Plaza 15 – Remote Lot 20 – Relocated ACAA Shuttle Bus Dispatch and Parking A – Airport Entrance F – Remote Parking Access G – Service Road H – Main Terminal Receiving Dock Access P – Remote Parking Shuttle Exit Ramp |
|--|--|---|

SOURCES: Allegheny County Airport Authority, April 2018; Ricondo & Associates, Inc., April 2018.

