

Request for Letters of Interest and Qualifications for Professional Services

Airport Advisory Services

August 15, 2025

RALEIGH-DURHAM AIRPORT AUTHORITY
PO Box 80001
1000 Trade Drive
RDU Airport, NC 27623
(919) 840-2100
(919) 840-0175 (fax)

This Request for Letters of Interest and Qualifications and any addenda thereto are available only on-line at <https://www.rdu.com/do-business-with-rdu/business-opportunities/>

The Raleigh-Durham Airport Authority (Authority) invites firms that may be interested in providing Airport Advisory Services at Raleigh-Durham International Airport. The consultant selected for this assignment will have recent, similar experience providing the Airport Advisory Services defined herein, with specific expertise at medium and large-hub commercial airports.

A general description of the scope of services desired by the Authority under this assignment is attached hereto as **Exhibit A**.

The Authority awards contracts without regard to race, religion, color, creed, national origin, gender, age or handicapping condition. The Authority's contracts are subject to the requirements of North Carolina law and this contract will be awarded in accordance therewith.

Letters of Interest and Qualifications shall be transmitted and received by the Authority not later than **4:30 p.m. on Friday, September 26, 2025**. **Letters of Interest and Qualifications received after this time will be returned unopened. There will be no pre-proposal meeting.**

Solicitation Schedule

Deadline for Submitting Written Inquiries	4:30 p.m., September 12, 2025
Deadline for Submission of Letters:	4:30 p.m., September 26, 2025
Interviews (if necessary):	To Be Determined
Award Services Contract:	To Be Determined

Submittal Requirements

Each firm desiring to respond to this solicitation shall submit to the Authority a Letter of Interest and Qualifications for providing services to the Authority as defined in **Exhibit A**. Letters of Interest and Qualifications shall be composed so as to relate to the type of services requested in this solicitation.

Submit one (1) original and five (5) hard paper copies of the Letter of Interest and Qualifications, in addition to a single electronic copy on a thumb drive in PDF file format. Submittals shall be organized as indicated hereinafter and limited to the number of pages described herein. Submittals that do not meet these requirements may be rejected as non-responsive. Each submittal package should be clearly identified as a "Letter of Interest and Qualifications for Airport Advisory Services."

Letters of Interest and Qualifications shall be received by the Authority not later than **4:30 p.m. on Friday, September 26, 2025**. Address submissions to:

Raleigh-Durham Airport Authority
Attn: Cheri Baxter, Senior Contracts Administrator
1000 Trade Drive
P.O. Box 80001
RDU Airport, NC 27623

Please include the following information in your submittal:

- **Letter of Interest.** A concise letter of interest, limited to no more than 2 pages. In the letter indicate interest in providing the services requested in this solicitation, name the proposing consulting firm(s) including a brief firm history, and indicate the name, address, telephone number and email address of the designated contact/project manager for the firm.
- **Qualifications Statement.** A description in narrative form of the overall experience and capabilities of the firm(s) to provide the services described herein (**Exhibit A**), including applicable project summaries. A generalized marketing brochure which clearly illustrates the firm's capabilities to provide the consulting services requested herein is acceptable. The Qualifications Statement shall be limited to no more than 20 pages, single-sided. A minimum of three (3) client references with contact information must be provided.
- **Staff Resumes.** Include resumes for the project manager and no more than 2 additional key staff members who will be assigned to the project. Resumes shall be limited to no more than 3 pages each, single-sided, and clearly indicate the project experience of the individual, with emphasis at medium and large-hub commercial airports.

No Lobbying

It is inappropriate for firms competing for this assignment to lobby Authority Board members or staff during the entire selection process, from the date the solicitation is issued through the date on which the Authority acts on the staff recommendation regarding the selected consultant. Accordingly, potential respondents interested in this engagement 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. Failure to comply with this requirement may be grounds for disqualification.

Selection Process

Upon receiving documentation submitted by consultant(s) desiring to be considered by the Authority for the provision of services defined herein, Authority staff will begin reviewing the submissions. During this process, questions and/or requests for clarification or supplemental information may be directed to respondents as necessary. The objective of the staff evaluation will be to thoroughly evaluate the qualifications and capabilities of each respondent.

Based on the evaluation of the submittals, Authority staff may select a limited number of consultants for further consideration and conduct interviews.

The Authority may also request proposals, including price proposals, from one or more consultants as the final basis for selection.

Selection Criteria

Selection criteria include, but are not necessarily limited to, the following:

- Responsiveness of the submission to the Submittal Requirements in this solicitation.
- Depth and breadth of experience of the proposing firm at medium and large-hub commercial airports, which includes the successful completion or ongoing support of at least 3 similar assignments in the last 5 years.
- Qualifications and experience of the proposed project manager and key staff.
- Level of satisfaction expressed by other clients with the proposed personnel and firm.
- Adherence to the Objectivity instruction included in this solicitation.
- Such other matters as may be relevant.

General Information

- The Authority reserves the right to proceed or not proceed with this assignment or any part thereof.
- The Authority shall not be responsible in any manner for any cost or expenses associated with the preparation or submission of proposals or preparation for or participating in interviews.
- Upon receipt by the Authority, the proposals submitted, including any and all attachments to the proposals, shall become the property of the Authority.
- The Authority shall have the right to copy, reproduce, or otherwise dispose of each proposal 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's form of agreement will be used for services requested through this solicitation and provided to the successful firm upon selection.
- The Authority shall become the legal owner of all documents prepared by the selected firm under the terms of the agreement; however, this ownership will not extend to proprietary information or other data in the selected firm's lawful possession prior to execution of the agreement.

Question and Inquiries

Direct questions and inquiries regarding the selection process, this solicitation and scope of services, or any related matters to Cheri Baxter at cheri.baxter@rdu.com. Authority staff will not meet individually with potential proposers to discuss the scope of services, the selection process, or this solicitation.

End of Request for Letters of Interest and Qualifications

EXHBIIT A

Airport Advisory Services – Scope of Work

Objective

The Raleigh-Durham Airport Authority (Authority) is undertaking a multi-billion-dollar infrastructure expansion program while also operating and maintaining aging infrastructure. Although the Authority has implemented an internal program management team capable of delivering a 10-year (Phase 1), \$2.5 billion program, the dual challenge of operating and maintaining aging infrastructure while delivering a large capital program is placing significant strain on the entire organization.

Executive leadership's need to focus on daily operations leaves limited capacity for strategic planning and resource scaling to meet future demands. The Authority seeks an experienced consultant who can:

1. Assess the organization's current capabilities, identify gaps, and provide strategic recommendations to ensure the Authority can successfully manage its existing facilities in a world class manner while building for the future.
2. Work collaboratively with senior leadership to gain a clear, organization-wide perspective and establish a framework that aligns resources, talent, and processes with our growth trajectory.
3. Focus on enhancing operational efficiency, accelerating project delivery, and establishing the organizational framework required to meet growing customer demands.
4. Has the capacity and resources to deliver multidisciplinary advisory services encompassing executive management, organizational strategy, finance, and strategic planning, as further defined herein.
5. Provide Airport Advisory Services with demonstrated expertise in delivering Public-Private Partnership (P3) models, and the capability to provide high-level strategic guidance to the executive leadership team.

Although not part of the initial scope of services requested the selected consultant may be called upon to offer additional Airport Advisory Services related to the use of an owners-representative project delivery model for a variety of specialized projects, as well as evaluating the use of outside consultants to provide expertise in the area of Operational Readiness And Testing (ORAT).

Specific areas of emphasis for this assignment include the following:

A. Organizational Strategy & Change Management

Objective: Advise the Authority on organizational changes necessary to support significant growth while also maintaining the current infrastructure serving our customers.

Services include but are not limited to:

- Assess current staffing structures, reporting lines, and functional areas of responsibility with recommendations for modifications and/or enhancements.
- Design an organizational structure, necessary workflows, and standard operating procedures (SOPs) to align organizational needs with long-term growth.
- Design and implement comprehensive change management strategies where necessary, including targeted internal communication plans and tailored training programs to support successful adoption and organizational alignment.

B. Executive Management Services

Objective: Support executive decision-making with technical expertise in business analysis, backed by industry-specific research, experience and relevant performance metrics.

Services include but are not limited to:

- Help define project vision, objectives, scope, and measurable success metrics.
- Conduct market assessments and feasibility studies to support business case development.
- Research industry trends, emerging practices, and conduct benchmarking studies to inform strategy.
- Prepare white papers, data analyses, and executive briefings for senior leadership and stakeholders.
- Interpret and apply relevant regulatory requirements across local, state, and federal levels.
- Draft and update internal policies to ensure alignment with organizational priorities.
- Conduct compliance gap analyses and enterprise-level risk assessments.
- Develop key performance indicators (KPIs) and performance monitoring frameworks to track strategic outcomes.
- Lead interagency coordination with airlines, consultants, regulators, emergency services, and other key partners.

C. P3 Structuring & Procurement Support

Objective: Advise on and support the evaluation of Public-Private Partnership (P3) opportunities and initiatives.

Services include but are not limited to:

- Recommend appropriate P3 models (e.g., DBFOM, leaseback).
- Draft/manage procurement documents (RFQs, RFPs).
- Coordinate legal, environmental, financial, and zoning due diligence.
- Support negotiation of agreements (e.g., ground leases, joint ventures, development agreements).
- Guide complex development initiatives through strategic planning and forward-thinking delivery models.

D. Financial and Technical Advisory

Objective: Deliver independent, high-impact analysis to inform financial planning and guide technical strategy.

Financial Services include but are not limited to:

- Prepare feasibility studies for bond issuance.
- Evaluate funding options, PFC projections, and cash flows.
- Support use agreement negotiations and rates/charges modeling.
- Conduct cost-benefit and ROI analyses.
- Assist with grant applications requiring FAA economic analysis.

Technical Services include but are not limited to:

- Provide operational and engineering support, including design reviews.
- Evaluate emerging technologies and advise on integration.
- Support air service analysis, construction logistics, and maintenance systems development.

E. Independence Clause

The Consultant may be restricted from pursuing implementation work arising from its advisory services. If enacted, this clause would prohibit the Consultant (and affiliates) from benefiting from follow-on contracts related to the recommendations provided under this agreement, ensuring objectivity and independence.

F. Core Skills & Competencies

The Consultant must have the following core skills and competencies to be considered for the assignment by the Authority:

- Organizational design & workforce
- Real estate & development strategy
- P3 finance and legal structuring
- Contract negotiation and administration
- Stakeholder and political engagement
- Permitting and regulatory compliance
- Financial modeling and cost analysis
- Risk identification and mitigation

G. Task Orders & Deliverables

The engagement of the selected Consultant will generally occur as follows:

- Services will be provided on an as-needed basis via Task Orders, after execution of a master consultant agreement.
- No minimum volume of work is guaranteed.
- Deliverables may include reports, exhibits, presentations, briefings, white papers, or long-term strategy documents.
- All final documents must be submitted in native file formats plus PDF versions.
- Schedules and deadlines will be defined in each Task Order.

H. Special Studies & Site Visits

The Consultant may be required to perform specialized research, site assessments, or planning studies as directed by the Authority to inform scope development and planning p