



REQUEST FOR PROPOSALS

**FOR THE DESIGN, CONSTRUCTION AND OPERATION OF
AN ON-SITE AIRPORT HOTEL AT NORFOLK INTERNATIONAL AIRPORT (ORF)**

Release Date:

May 3, 2023

Mandatory

Pre-submission Meeting:

May 18, 2023

2:00pm EDT

NAA Boardroom

Norfolk International Airport

Norfolk, VA 23518

RSVP By

4:00pm EDT on May 12, 2023, to

ssterling@norfolkairport.com

Deadline for Submission of Questions/Requests for Clarification:

Submit all questions and requests for clarification in writing to:

ssterling@norfolkairport.com

no later than 4:00pm EDT on May 26, 2023

Requests for Proposal Due Date:

no later than 4:00pm EDT on June 30, 2023

RFPs should be submitted to:

Steven Sterling, C.M.

Executive Vice President & Chief of Staff

Norfolk Airport Authority

2200 Norview Avenue

Norfolk, VA 23518

SECTION 1 – GENERAL INFORMATION

A. Introduction

The Norfolk Airport Authority (hereinafter referred to as “Authority”), acting by and through its Chief Executive Officer, will accept qualification proposals from a qualified team or group (hereinafter referred to as “Respondents”) to design, construct, and operate an on-site airport hotel as required by the Authority for the Norfolk International Airport (hereinafter referred to as “Airport”). Qualified respondents must be able to offer architecture, civil, structural, electrical, mechanical, geotechnical, construction, operations, and other related architecture, engineering, construction, and operations services, or alternatively partner with firms that offer such services. Qualified respondents must be able to demonstrate sufficient knowledge of applicable and related federal, state, and local laws, regulations, design criteria, standards, and specifications for the services to be provided.

B. Background Information

Norfolk International Airport

Norfolk International Airport is the major airport serving the communities of Hampton Roads, Coastal Virginia, and the Outer Banks of North Carolina. Allegiant, American, Breeze, Delta, Frontier, Southwest, Spirit, and United offer direct flights to 30 destinations and convenient access to hundreds of cities worldwide.

From its modest beginnings in 1938 to its current status as the region’s primary link to the global air transportation network, Norfolk International Airport continues to grow and adapt to meet ever-changing aviation needs. The footprint of the airport encompasses approximately 1,000 acres of land with facilities situated in Norfolk and Virginia Beach. Located adjacent to Norfolk Botanical Garden, the Airport is a national role model for reconciling expanding air facilities in a delicate ecological sanctuary.

Norfolk International Airport presently ranks in the top 14% of the country’s airports in terms of passengers served annually, with over 4 million passengers and over 65,000 flight operations in 2022. One of the most powerful economic generators in the region, a recent Economic Impact Study estimates that the airport directly and indirectly generated over 17,300 jobs with a payroll of \$775 million, with GDP more than \$1.3 billion and total economic output of \$2.2 billion in 2019.

Norfolk Airport Authority

NAA is an independent subdivision of the Commonwealth of Virginia. NAA is responsible for all ORF’s infrastructure including parking lots, terminals, runways and taxiways, and all revenue-generating and commercial development projects as well as for airport security, aircraft rescue and firefighting.

NAA Vision: Strengthen and grow our region while serving as an industry leader, recognized for our professionalism and excellence.

NAA Mission Statement: Connect our community with the world by safely, reliably, and efficiently operating Norfolk International Airport.

Airport Development

NAA continues a multi-phase process to improve airport terminals, concourses, and the general aviation terminal in addition to dining and retail additions and upgrades, and in-airport advertising and customer service improvements. Renovations and improvements to the facilities and passenger experience will continue for the next several years. The NAA has updated the Master Plan to include projects that will

extend the useful life and value of the Airport to meet the air transportation needs of the region over the next 20 years.

Enplaning and Deplaning Traffic Numbers

Departing passenger traffic numbers by airline for the most recent calendar year are outlined below.

Airline	2022			2021			Change	
	Enplaned	Deplaned	Total	Enplaned	Deplaned	Total	Passengers	Percent
Atlas	-	-	-	-	295	295	(295)	-100.0%
Allegiant	43,817	43,751	87,568	57,085	57,275	114,360	(26,792)	-23.4%
American	656,904	671,204	1,328,108	546,565	548,252	1,094,817	233,291	21.3%
Breeze	72,297	73,299	145,596	31,539	31,661	63,200	82,396	130.4%
Boutique Air	-	-	-	240	186	426	(426)	-100.0%
Carribbean Air	-	132	132	-	-	-	132	100.0%
Delta	562,193	554,566	1,116,759	418,504	413,718	832,222	284,537	34.2%
Frontier	65,079	64,905	129,984	37,042	34,852	71,894	58,090	80.8%
Jet Blue	150	130	280	-	2	2	278	13900.0%
Omni	-	-	-	-	135	135	(135)	-100.0%
Southwest	336,435	334,139	670,574	289,936	289,893	579,829	90,745	15.7%
Sun Country	1,348	1,348	2,696	715	713	1,428	1,268	88.8%
Spirit	-	1	1	-	-	-	1	100.0%
iAero Air	107	107	214	614	614	1,228	(1,014)	-82.6%
United	316,862	316,763	633,625	273,154	278,131	551,285	82,340	14.9%
Total	2,055,192	2,060,345	4,115,537	1,655,394	1,655,727	3,311,121	804,416	24.3%

C. The Opportunity

Norfolk Airport Authority (NAA) is seeking proposals from qualified hotel operators, developers, or teams (hereafter referred to as the Respondent) interested in designing, financing, constructing, maintaining, and operating an Airport Hotel at Norfolk International Airport (ORF) in Norfolk, VA. The Airport Hotel will be located on a site north-east, and within walking distance, of the current Departures Terminal building.

It is NAA’s intent that this Request for Proposal (RFP) process will result in a Lease with the successful Respondent approved by NAA, subject to the terms and conditions of the Lease.

This RFP provides specific instructions regarding proposal format and other requirements. Pertinent data about ORF and the hotel site are also included¹.

NAA’s Objectives are as follows:

1. To enhance ORF with an internationally branded, full-service, three-star, or higher rated airport hotel adjacent to the existing terminal building.
2. To have an Airport Hotel which may ideally include meeting spaces with conferencing technology, a restaurant, as well as conveniences expected by airport patrons (such as room service or 24-hour food and beverage access, a fitness center, a sundries store, and laundry facilities).
3. To have an Airport Hotel that serves as a gateway feature for ORF, with an architectural expression and/or theme consistent with and enhancing the architecture of the terminal buildings.
4. To maximize revenues to NAA.
5. To include the utilization of alternative sources of energy to power the facility.

¹ DISCLAIMER: TO ASSIST RESPONDENTS IN DEVELOPING A SUBMISSION, NAA HAS INCLUDED IN THIS DOCUMENT CERTAIN INFORMATION. NAA SHALL NOT BE RESPONSIBLE OR LIABLE FOR THE ACCURACY OF SUCH INFORMATION OR FACTS, CONCLUSIONS, OPINIONS CONTAINED THEREIN. RESPONDENTS ARE ENCOURAGED TO SEEK INDEPENDENT ADVICE IN PREPARING THEIR SUBMISSION.

D. Anticipated Lease

NAA intends to enter into a long-term lease with the successful Respondent (Lessee). The Lease will set forth, among other things:

- (a) the obligations of the Lessee, including the design, construction, phasing, financing, operation, and maintenance of the airport hotel.
- (b) requirements for coordination between the Lessee and NAA during the design, construction, and operation periods.
- (c) requirements for coordination with NAA regarding any adjacent NAA projects.
- (d) financial payments due to NAA during the term of the Lease.
- (e) preliminary and basic business terms as well as standard NAA provisions.

SECTION 2 – AIRPORT HOTEL SITE DESCRIPTION AND TECHNICAL DESIGN REQUIREMENTS

The Airport Hotel site is located on the ORF property, north-east of the existing Departures Terminal building, and provides approximately 1.25 acres of land for development of the Airport Hotel facility. In addition, after award of the Lease to the Lessee, NAA may be willing to enter into a license agreement with the Lessee for additional garage/surface parking to accommodate the Airport Hotel employees and guests.

Figure 1 illustrates the proposed site for the Airport Hotel and the existing roadway configuration. The proposed site is in the current north short-term parking lot within the existing loop road on the north side of the departure terminal. This loop road and curb front may be relocated in the future when the two existing departure curbs are consolidated and relocated to the west side of the building (see Figure 2).

FIGURE 1 – General Airport Hotel Site Location

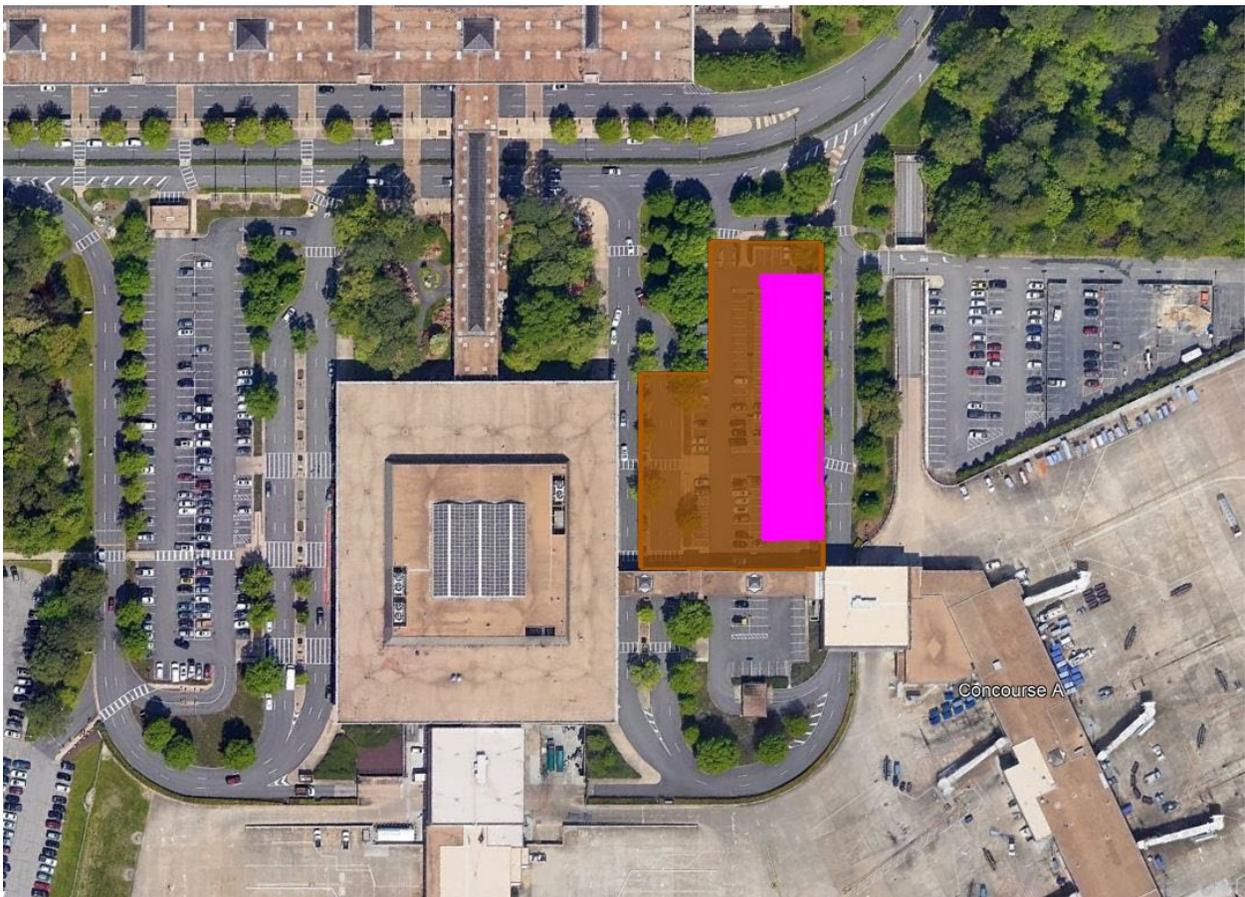
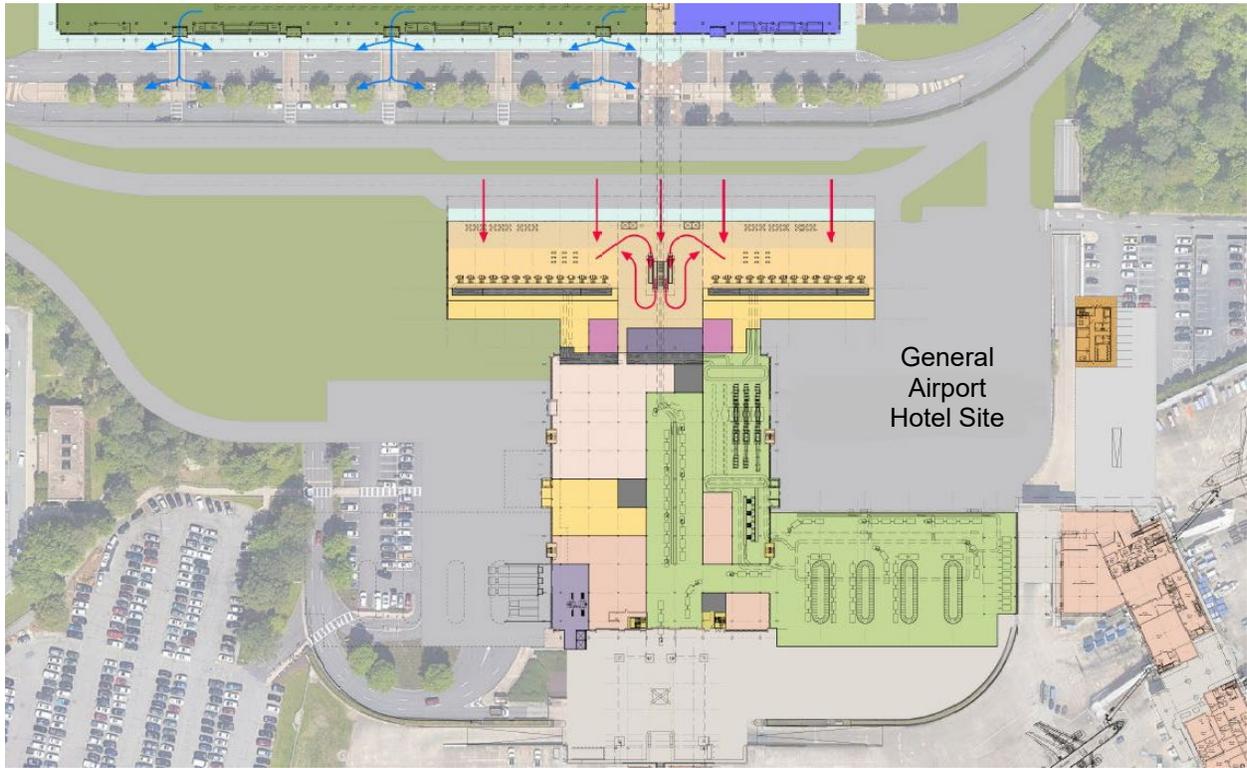
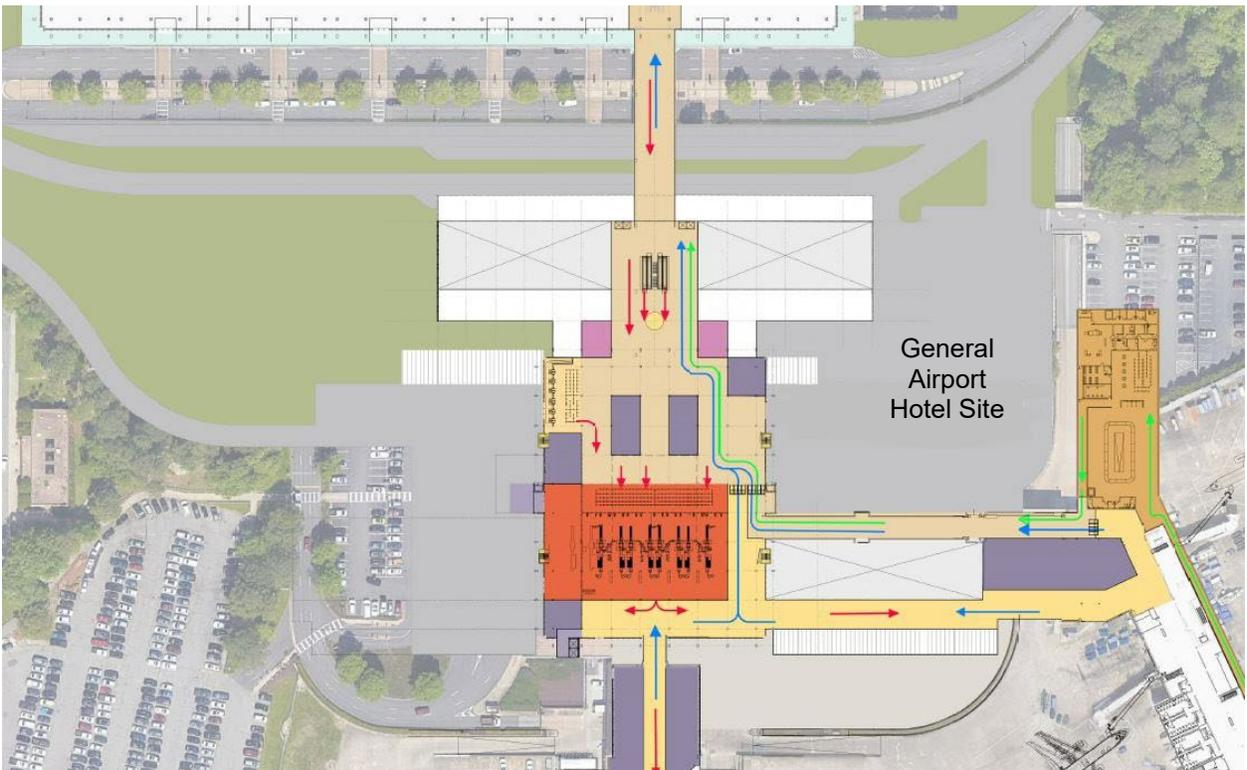


FIGURE 2 – Future Departure Terminal Concept

Lower Level



Upper Level



SECTION 3 – RESPONDENT TEAM STRUCTURE

A. Respondent Entity

NAA does not intend to limit the type of entity that may pursue the project opportunity. NAA recognizes that it is common to create special-purpose entities for development projects such as this. The Respondent need not have all the required skills and experience in-house but may assemble a team to fill any skills gaps.

The Respondent team may be assembled in a variety of ways, including through contracting, partnering, joint venturing, etc. NAA does not intend to place any limits on who takes the lead role for the Respondent. The Respondent should be the submitting party and legal entity that will carry out the Lease. The Respondent may be a newly created entity for the purpose of submitting on this opportunity.

The Respondent and its entire team will be evaluated and scored for the proposal evaluation. Thus, the Respondent must provide documentation, in a form acceptable to NAA, to show team members are committed to the project for the appropriate time period their expertise is needed for the project. NAA will determine, in its sole discretion, if the documentation and team member's participation time period is sufficient, based on the team members' expertise and the project requirements.

B. Changes in Members and Key Personnel

Following RFP submission, the following actions may not be undertaken by a Respondent without NAA's prior written consent, which may be withheld at NAA's sole discretion:

- Deletion, substitution or change in the composition of any team member identified in the RFP response or a change in the role or scope of work of a team member
- Deletion or substitution of key personnel or a change in the role or position of such key personnel
- Deletion or substitution of a Guarantor or any other entity that will bear financial responsibility or provide credit or other support for the performance of the respondent.

Should any of the above actions occur, NAA's written consent must be promptly requested, and NAA must be provided with enough details of the proposed change (including, among other things, the information that is required in this RFP) to facilitate NAA's consideration thereof. NAA may accept, reject, or seek additional information at its sole discretion. Regarding the Respondent, NAA will base its decision on whether the Respondent still meets the minimum criteria contained in this RFP and whether NAA would still have selected the Respondent if the change had occurred before submission of the RFP response.

C. Guarantor(s)

Respondents who qualified based on the support of one or more Guarantor(s) must maintain such support throughout the RFP process and through the designated performance security time periods as provided in the Lease. Full execution of the Lease will be dependent upon the Guarantor(s) executing a Performance Bond, which will become a part of the Lease.

SECTION 4 – MANDATORY QUALIFICATIONS

To be considered for award of the Lease, the following requirements (Mandatory Qualifications) must be met by the Respondent, their Guarantors (if any) and team members in their respective areas. As used in this RFP “team members” includes all entities participating in the design, development, financing, construction, management/operations, and maintenance of the Airport Hotel.

If the Respondent is a newly formed business entity or otherwise fails to meet all Mandatory Qualifications, it will provide information to NAA concerning another entity (e.g., a parent firm) together with which all Mandatory Qualifications are met. In addition, such entity (Guarantor) will execute a Performance Bond substantively binding itself to perform the Lease and correct the selected Lessee’s failure(s) to perform.

It is incumbent upon the Respondent to submit all relevant information to ensure that NAA can determine whether the Mandatory Qualifications set forth in this RFP are met. Respondents must describe in a comprehensive manner how they meet or exceed the Mandatory Qualifications described below.

- (a) Within the past 15 years, Respondent or Guarantor (if any) or any team member must have a minimum of 10 years’ experience in designing, developing, financing and constructing an internationally branded or independent, full-service hotel or similar project.
- (b) Respondent or Guarantor (if any) and/or its hotel operator must have a minimum of 10 years’ experience managing and operating an internationally branded or independent, full-service hotel.
- (c) Respondent, including all team members and Guarantor (if any) must not be currently barred, disqualified, or suspended from participating in, or bidding on airport contracts or programs. If Respondent and Guarantor (if any) have any affiliation with NAA, both the Respondent and Guarantor (if any) must be in good standing with NAA. No proposal will be accepted from, or agreement awarded to, any Respondent which has any team member or Guarantor that is a person, firm, or corporation that is in arrears with or is in default of its obligations to NAA under any agreement or arrangement. Additionally, no agreement will be awarded to a Respondent which has any person, firm, corporation, or Guarantor that has failed to fulfil any prior contract or Lease with NAA.
- (d) If a Respondent submitting an RFP response is a joint venture, partnership, company or corporation, the entity holding a controlling interest in the joint venture, partnership, company, or corporation (e.g., majority-voting rights in company decisions) must meet all the Mandatory Qualifications to be considered for award of the Lease.

Alternatively, if the Respondent is depending on a subcontractor’s experience to meet the Mandatory Qualifications, the Respondent must submit sufficient documentation, to the satisfaction of NAA, to show that the subcontractor is obligated to the Respondent for the time period, during which its expertise is needed to fulfill the Mandatory Qualifications.

If the Respondent fails to meet the Mandatory Qualifications above, NAA will find the Respondent’s RFP response to be unacceptable, resulting in NAA’s rejection of the RFP response.

SECTION 5 – AIRPORT CONCESSION DISADVANTAGED BUSINESS ENTERPRISE PARTICIPATION

It is the policy of the Authority that, in compliance with U. S. Department of Transportation (“DOT”) Regulations 49 C.F.R. Parts 23 and 26, as may be amended, and other applicable federal, state, and local statutes or regulations that may apply, a business which qualifies as An Airport Concession Disadvantaged Business Enterprise (“ACDBE”) shall have the maximum opportunity to participate in the Authority’s concession contracts and leases for the Airport. In compliance with 49 C.F.R. Parts 23 and 26, the Authority has a “ACDBE Concession Plan” setting forth the Authority’s policy pertaining to ACDBE participation in Airport concessions.

The Authority’s ACDBE Concession participation goal for this operations and maintenance elements of the concession will be provided at the Mandatory Pre-submission meeting.

In conformity with the requirements of 49 C.F.R. Parts 23 and 26, as may be amended, the Respondent/Concessionaire agrees that it will not discriminate against any business owner because of the owner’s race, color, national origin, or sex in connection with the award or performance of this Concession Agreement. The Respondent/Concessionaire agrees to include the above statement in any subsequent concession agreements that it enters into and cause those businesses to similarly include the statements in further agreements permitted under this procurement.

All DBE participants under the Concession Agreement must be certified by the Virginia Department of Small Business and Supplier Diversity or the Metropolitan Washington Airports Authority (“MWA”). Any ACDBE not so certified shall submit a copy of its application for certification with its Proposal.

A qualified ACDBE Offeror that operates under a franchise (or license) agreement must meet the standards outlined in 49 C.F.R. Parts 23 and 26, as may be amended, and shall submit a copy of its franchise (or license) agreement with its Proposal for verification by the Authority as part of the ACDBE certification process.

The Respondent/Concessionaire shall submit such reports or other documentation as may be required by the Authority for the purpose of demonstrating compliance with this Section.

The Norfolk Airport Authority, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders or offerors that it will affirmatively ensure that for any contract entered into pursuant to this advertisement, airport concession disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and no businesses will be discriminated against on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in consideration for an award.

SECTION 6 – PROCUREMENT PROCESS

Respondent and Team Members Registration

Registration is mandatory. The Respondent and its team members are required to register prior to the Mandatory Pre-submission Meeting by submitting the following information to arondeau@norfolkairport.com:

- Entity name
- Representative name
- Representative title
- Contact information, including street address, office telephone number and e-mail address
- Entity's area of expertise (e.g., hotel management, design, etc.)
- Entity's number of employees

The Respondent is required to register by May 12, 2023, unless extended by NAA at its sole discretion. If the Respondent fails to register, the Respondent will not be able to receive pertinent information regarding the RFP and other notifications, which will only be released electronically.

A. Mandatory Pre-submission Meeting and Site Visit

NAA anticipates convening a Mandatory Pre-submission Meeting on the date, time and place set forth on the cover page to provide information regarding the RFP and proposed hotel site.

Airport representatives will be available to answer questions related to the RFP process. Technical questions provided in advance of the Mandatory Pre-submission Meeting may be answered in writing and distributed to all Respondents as an addendum to the RFP document at the meeting. All questions and requests for clarification should be submitted to ssterling@norfolkairport.com.

Since Respondent teams need not be formed prior to the Mandatory Pre-submission Meeting, at least one (1) but no more than two (2) representatives from anyone (1) company desiring to be on, but not a member of a Respondent Team, must attend the meeting.

Respondents with complete and defined teams may have no more than six (6) representatives from that team attend the Mandatory Pre-submission Meeting. The names of all attendees must be submitted to NAA, at the time of registration.

Respondents are required to RSVP to attend the Mandatory Pre-submission Meeting and advise the names of their attendees **no later than Friday, May 12, 2023, at 4:00 p.m. EDT** via email: ssterling@norfolkairport.com.

Any clarifications or changes in the RFP requirements or Lease that result from the Mandatory Pre-submission Meeting will be made by written addendum to this RFP.

NAA is not responsible for any explanation, clarification, interpretation or approval made or given in any manner except by written addendum to the RFP. Any addenda so issued are to be considered a part of this RFP document and must be acknowledged in the RFP response.

B. Site Tour

NAA will provide a site tour of the airport hotel development area immediately following the Mandatory Pre-submission Meeting.

C. RFP Response Submission Generally

Respondents must prepare and submit an RFP response that meets the requirements of this RFP. **All deadlines for questions and RFP response submittal will be strictly adhered to – no exceptions**; mailing and shipping times should be considered accordingly, NAA will not be responsible for any delays.

Any clarification, interpretation or change to the RFP by NAA will be made by written addendum. NAA is not responsible for any explanation, clarification, interpretation, or approval made or given in any manner except by written addendum.

If there is a difference between an answer provided at the Mandatory Pre-submission Meeting and a written statement in the RFP (including any addenda issued) the RFP will govern. A copy of each addendum will be e-mailed to every registered Respondent; however, each Respondent is responsible for monitoring the ORF website, <https://www.norfolkairport.com/about-us/business-opportunities/>, for any addendum or other information required for RFP response submittal. Any addendum so issued will be considered a part of this RFP document.

NAA will review and evaluate the RFP response pursuant to the process set forth in Section 7 of this RFP.

The Proposal must include the completed Proposal Form attached hereto as Exhibit A along with additional required information and must be contained in a single PDF.

Proposals shall be signed by an authorized representative of the Offeror. All information requested in this RFQ should be submitted. Failure to submit all information requested may result in rejection of the Proposal.

Proposals should be prepared simply and economically, providing a straight-forward, concise description of capabilities to satisfy the requirements of the RFQ. Emphasis should be on completeness and clarity and brevity of content. Offerors are not expected to expend resources developing story boards, creative copy and similar materials. Total number of pages shall be limited to 70 not including the proposal form, cover sheet, section covers or resumes.

Ownership of all data, materials and documentation submitted with the Proposal to the Authority shall belong exclusively to the Authority and shall be subject to public inspection in accordance with the Virginia Freedom of Information Act.

Proposals should be organized in the order in which the requirements are presented in this RFQ. All pages of the Proposal should be numbered. Information which the Offeror desires to present that does not fall within any of the requirements of the RFQ should be attached at the end of the Proposal and designated as additional material.

If you need any reasonable accommodation for any type of disability in order to participate in this procurement, please contact the Authority as soon as possible.

SECTION 7 – RFP EVALUATION PROCESS

A. Evaluation Process Overview

NAA's evaluation of each RFP response will be based on the following:

- (a) A review of administrative requirements and RFP responsiveness.
- (b) Evaluation of scored criteria.

Evaluations of RFP responses are subject to the sole discretion of NAA. NAA will appoint an evaluation panel to review and evaluate the RFP responses. The evaluation panel may seek assistance from external advisors. NAA may hold interviews with some or all the Respondents at the request of the evaluation panel. RFP responses will be scored and ranked by each member of the evaluation panel.

Respondents are liable for all errors and omissions in the RFP response. Respondents will not be allowed to alter RFP response documents after the RFP due date unless approved by NAA in writing. As part of the RFP evaluation process, NAA may consider information in the RFP responses, reference checks, interviews with Respondents, past performance on NAA projects, and publicly available information.

In addition, NAA reserves the right, at any time following submission of an RFP response, to request additional information or clarification from a Respondent regarding its RFP response or to request that a Respondent verify or certify certain details.

B. Responsiveness and Responsibility Review

The Respondent's RFP response should be specific and should not include general background and marketing materials. Each RFP response will be reviewed (i) for responsiveness to the requirements set forth in this RFP, (ii) to determine if the RFP response is complete, (iii) for adherence to the RFP instructions regarding organization and format, and (iv) for minor informalities, irregularities, and apparent clerical mistakes unrelated to the substantive content of the RFP response. The Respondent's failure to comply with all the instructions contained in the RFP may result in the submission being deemed not responsive.

C. Interviews

NAA reserves the right to conduct interviews to allow Respondent the opportunity to clarify and expand upon aspects of their RFP. Interviews also give NAA the opportunity to evaluate key personnel and discuss and clarify RFPs. Respondent(s) (either all or a shortlist) may be subsequently re-interviewed for final evaluation.

The evaluation panel reserves the right to interview only a shortlist of Respondents or to select the successful Respondent **without** conducting interviews.

SECTION 8 – INSTRUCTIONS TO RESPONDENTS

A. General Instructions

Respondents should thoroughly and carefully read, review, and understand this RFP, including all appendices, attachments, exhibits and any addenda to this RFP issued by NAA. Respondents should submit an RFP response in accordance with the instructions given. RFP responses that do not adhere to instructions may be set aside and not evaluated. The RFP response should be prepared as specified herein regarding form, content, and sequence.

NAA must receive delivery of the Respondent's RFP response at the address specified on the cover page of this RFP no later than the date and time specified on such cover page (the Submission Deadline). Any RFP received at the wrong location or after the exact deadline specified for receipt will not be considered. NAA will not be responsible for delays in delivery caused by weather, difficulties experienced by couriers or delivery services, misrouting of packages by courier or delivery services, improper, incorrect, or incomplete addressing of deliveries and other occurrences beyond the control of NAA.

Each Respondent must submit one (1) electronic copy (PDF) of the Proposal must be submitted to the Authority via email or a drop box transmittal solution of the Respondent's choice to sssterling@norfolkairport.com.

Hardcopy submittals will not be accepted. Email correspondence transmitting the RFQ response must be time stamped by the deadline stated above.

Each RFP response must include each section as described in Section D below.

Respondents should not submit any additional audio or video materials as part of their RFP response. Where page limits are set, failure to follow guidelines may prevent an RFP response from being fully evaluated. Supplemental information may be included where indicated as part of a clearly marked appendix. Materials in an appendix will not count as part of the RFP response and NAA will review these materials at its sole discretion.

B. Proposal Deposit

No RFP response will be considered unless accompanied by a proposal deposit. The amount of the proposal deposit is fifty thousand dollars and zero cents (\$50,000.00), and must be provided in the form of one (1) of the following payable to Norfolk Airport Authority:

- (a) A certified check
- (b) A cashier's check
- (c) Wire transfer to NAA

No interest will be paid to Respondents on proposal deposits. A copy of the proposal deposit must be included in the RFP response. Wire transfer information is to be provided upon request.

The successful Respondent's proposal deposit will be held to guarantee execution of the Lease and delivery of the security deposit required under the Lease. The proposal deposit of the successful Respondent will be retained by NAA as liquidated damages if the successful Respondent fails to execute the Lease within ninety (90) days of notification of NAA's intent to award, or if the successful Respondent fails to deliver the required security deposit as per the Lease. The damages resulting from failure to enter an executed Lease are difficult to ascertain, and the entire sum of the proposal deposit is a reasonable estimate of these damages.

The proposal deposits of unsuccessful Respondents will be returned to them.

C. Submission of Questions

All questions regarding this RFP should be clearly presented in writing and transmitted by email to ssterling@norfolkairport.com. The deadline for submission of questions is provided on the cover page of this RFP. Responses to written questions, corrections and clarifications to the RFP will be made in writing, posted on ORF’s RFP website, <https://www.norfolkairport.com/about-us/business-opportunities/>, and made available to all prospective Respondents in the form of an RFP addendum.

Respondents may only rely upon written or digital information provided by NAA. Respondents should not rely upon, and NAA is not responsible for, any oral information or instructions provided in reference to the RFP. Respondents may not attempt to contact members of NAA Board of Commissioners, or anyone associated with the implementation of the RFP to discuss or ask questions about the contents of the RFP, other than in writing as provided above. Improper contact with NAA personnel or others may result in disqualification of the Respondent.

D. Instructions for the RFP Submittal

Respondents are required to submit the Proposal Form and the following information in their Proposals.

Responses to the requests in this section should be answered in full, numbered consecutively, and with all requested information enclosed and all listed page limits and sizes honored. Each Respondent should, consistent with applicable page limits, provide as much information as necessary to properly convey their ideas, and where applicable, provide any relevant additional information in an appendix.

RFP responses must consist of the following sections in the sequence shown below. A set of tabs to identify each part of the RFP response should be inserted to facilitate quick reference. Where page limits are set, failure to follow guidelines may prevent the RFP response from being fully evaluated, or the RFP response being removed from further consideration.

Please use the following outline for your RFP response. Please note the page limits for each section of the RFP response.

Section Number	Section Title	Section Page Limit
1.	Table of Contents	1
2.	Cover Letter	2
3.	Executive Summary	5
4.	Representative Projects	10
5.	Business References (minimum of three)	5
6.	Construction Qualifications & Experience	5
7.	Hotel Management Qualifications & Experience	5
8.	Financial Capability	5
9.	Capital Investment	2
10.	Schematic Design & Space Planning	10
11.	Construction Plan and Schedule with a Traffic Management Plan	5
12.	Local and ACDBE Participation Plan	5
13.	Operations & Maintenance Plan	5
14.	Financial Return to NAA	4
15.	Potential Conflicts of Interest	1
	Total pages:	70

E. SCHEDULE

The deadlines for this procurement are currently scheduled as follows:

May 3, 2023	RFP Issued
May 18, 2023	Mandatory Pre-Submission Meeting – 2:00pm EDT Airport Main Terminal – Human Resources, Board Room
May 26, 2023	Questions Due by 4:00pm EDT Submit in writing to ssterling@norfolkairport.com
June 9, 2023	Responses to Questions Posted by 4:00pm EDT
June 30, 2023	Proposals Due by 4:00pm EDT Submit electronically to ssterling@norfolkairport.com
July 14, 2023	Notify Firms Selected for Interviews (tentative, if needed)
August 16, 2023	Interviews (tentative, if needed)
August 31, 2023	Selection of Preferred Respondent
September 28, 2023	Board Approval

F. Validity of RFP Response

In submitting the RFP response, the Respondent agrees the proposal will remain valid for 180 days after the deadline for submission of RFP responses and may be extended beyond that time by mutual agreement of both NAA and the Respondent.

******* END OF RFP *******