# CITY OF SAN ANTONIO

## CAPITAL IMPROVEMENTS MANAGEMENT SERVICES DEPARTMENT

**REQUEST FOR QUALIFICATIONS:**
**Terminal A Renovations - Building Assessment, Planning and Design at the San Antonio International Airport**
**Architectural and Design Services**

**RFQ-CIMS013011**

**RFQ ISSUE DATE:**
**JANUARY 30, 2011**

**SUBMITTAL DEADLINE:**
**MARCH 1, 2011 AT 3:00 P.M. LOCAL TIME**

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# REQUEST FOR QUALIFICATIONS

**REQUEST FOR QUALIFICATIONS:**
**TERMINAL A RENOVATIONS - BUILDING ASSESSMENT, PLANNING AND DESIGN**

## I. BACKGROUND

The City of San Antonio (City) is issuing this Request for Qualifications (RFQ) to obtain Statements of Qualifications (SOQ) from qualified firms or teams (Respondents) interested in providing engineering and architectural services in connection with the Terminal A Renovations Project (Project) at the San Antonio International Airport (Airport). With the opening of the new Terminal B, the City is initiating the Project to create a more cohesive and functional experience for travelers throughout the Airport while maximizing its capacity, flexibility and revenue potential. The Project shall be accomplished in a phased approach including: 1) facility assessment, 2) evaluation, programming and scope estimating and 3) design, documentation and construction administration services.

Terminal A was unveiled in 1984 and contains systems, fire/life safety and infrastructure which need to be upgraded/updated. Code compliance, including ADA accessibility, must be a consideration in the renovations project and functionality reviewed in the assessment phase. Opportunities for additional and/or reconstructed square footage are available and need to be identified. Energy conservation is a City goal and areas where the terminal offers improvement must be identified. Although a separate project currently exists to address communications and Information Technology (IT) infrastructure, the team for the Renovations Project must include expertise in this field in order to insure an integrated approach to the overall renovations of Terminal A.

To be qualified, Respondents must have the following minimum qualifications:

- Licensed to practice in the State of Texas
- Specific airport modernization experience
- Specific IT expertise to insure integration with existing IT Modernization Project
- Knowledge and understanding of planning and development issues as they pertain to airport facilities
- Working knowledge of airport concessions, passenger screening and airport operations
- Architectural design and programming services
- Engineering assessment, programming & space utilization, design and construction within an operational setting

A draft copy of the anticipated contract for this Project has been included as Exhibit A. In an effort to expedite the overall RFQ process, Respondents are requested to review the draft contract in preparation for possible selection. In addition to this request, the City will expect the selected Respondent to be prepared to submit its fee proposal within one week of being notified of its recommended selection to City Council for the Project.

## II. SCOPE OF WORK

The selected firm shall provide an overall facility assessment with related programming, design, estimating and schedule recommendations for the renovation of Terminal A at the San Antonio International Airport (SAIA).

### Phase 1 - ASSESSMENT OF EXISTING FACILITIES AND INFRASTRUCTURE.

**The consultant will be expected to accomplish this phase of the work within forty-five (45) days of award of contract.**

The selected consultant shall perform an on-site evaluation of the Terminal A building, its underground utilities infrastructure, site area within 50 feet of the building and all connections to other buildings and utilities. The Aviation Department has several specific infrastructure evaluations of existing facilities' conditions, along with planning documents and a customer survey, which shall be reviewed and incorporated, as applicable, into this assessment. Available resource documents include, but are not limited to, the following:

- Asset Inventory Needs Assessment & Implementation Plan Report
- IT Modernization Plan
- Airport Service Quality (ASQ) Survey

In addition to the items listed above and other documentation which Aviation may identify, the Facility Assessment shall include the review of existing conditions of the following (at minimum):

A. Existing building underground utilities to point of connection
B. Site conditions within fifty (50) feet of the structure
C. Concrete (structural and flatwork)
D. Structural Steel and fireproofing
E. HVAC
F. Elevators and escalators
G. Plumbing and fixtures
H. Electrical (primary and emergency)
I. Data, telecommunications, security and fire protection / alarms
J. Transportation Security Administration current and future requirements (specifically checkpoint, sally ports and queue spaces – at checkpoint and into the lobby)
K. Vendor space utilization and functionality
L. Passenger flow from curbside to gate and back, capacities and amenities
M. Architectural space and finishes:
    a. Wall, floor and ceiling finishes
    b. Building Envelope
    c. Lighting, including skylights in the barrel roof
    d. Signage
    e. ADA compliance
    f. Potential for additional space
    g. Aesthetic tie-in between Terminal A and Terminal B

The consultant shall use the following codes for the assessment:

- 2009 International Building Code with local amendments
- 2009 International Existing Building Code with local amendments
- 2009 International Mechanical Code with local amendments
- 2009 International Plumbing Code and the 2009 International Fuel Gas Code with local amendments
- 2009 International Fire Code with local amendments
- 2009 International Energy Conservation Code with local amendments
- 2008 National Electric Code with local amendments
    - Electric Barrier
- Chapter 28 - Signs and Billboards

- Digital Sign Ordinance – On-Premises (6/24/10)

- Sustainable Building Code
- Applicable NFPA, FAA and TSA required standards
- Other airport industry and operational standards including SAIA specific requirements

**Phase 2 - ASSESSMENT EVALUATION, PROGRAMMING AND SCOPE ESTIMATING.**

**The consultant will be expected to accomplish this phase of the work within forty-five (45) days of completion of Phase 1 services.**

The selected Respondent shall work with a City stakeholder group to evaluate, prioritize and program the areas of need identified in Part 1 - Facility Assessment. The Group shall consist of, at minimum, five (5) members of the City of San Antonio staff to include the Aviation Department and Capital Improvement Management Services. There also will be members from outside groups, as directed by the Aviation Department. The selected Respondent shall work with this group to study and identify appropriate priorities, budgets and schedules for phased implementation. The selected Respondent shall facilitate, at minimum, two major work sessions / charrettes for evaluations and goal setting. The selected Respondent shall provide programming and scope estimating services for these priorities, as well as conduct, at minimum, two (2) presentations to the City staff for consideration. Appropriate consideration shall be given to the phasing of work for minimal disruption of ongoing airport operations during renovations.

**Phase 3 – DESIGN DEVELOPMENT, CONSTRUCTION DOCUMENTS AND CONSTRUCTION ADMINISTRATION SERVICES.**

**The consultant will be expected to accomplish this part of the work within one hundred twenty (120) days of completion of Phases 1 and 2.**

1. 15% schematic design drawings.
2. Initial 30% design drawings.
3. 65% design drawings.
4. 95% design drawings.
5. 100% design drawings.
6. Cost estimating and phasing.
7. Preparation of technical specifications and Division 01 documents for solicitation.
8. Respond to requests for information during bid phase and construction phase.
9. Attend Pre-Submittal Conference.
10. Review bids and assist in the selection process of contractor.
11. Construction administration.
12. All documents to be sealed by applicable architects and engineers registered in the State of Texas.

## III. PRE-SUBMITTAL CONFERENCE

A Pre-Submittal Conference, followed by a Site Visit, will be held on **Friday, February 11, 2011 at 10:00 A.M.** at the **Mezzanine Conference room in Terminal A, located at San Antonio Airport**. Map attached. Respondents are encouraged to prepare and submit their questions in writing to the contact person listed below at least three (3) calendar days in advance of the Pre-Submittal Conference in order to expedite the proceedings (such that the City may be prepared to respond verbally or with written responses to questions received prior to the conference date).

City's responses to questions received by this due date may be distributed at the Pre-Submittal Conference and posted on the City's website at http://epay.sanantonio.gov/RFPListings/. **Attendance at**

**the Pre-Submittal Conference & Site Visit is optional, but strongly encouraged. *Pre-Register* for the Site Visit no later than Monday, February 7, 2011 at 4:00 pm due to required security considerations.** To pre-register, send your name, company name and address and a contact number to leann.lindquist-thome@sanantonio.gov.

This meeting place is accessible to disabled persons. Auxiliary aids and services are available upon request. Interpreters for the Deaf must be requested at least 48 hours prior to the meeting. For assistance, call (210) 207-7245 Voice/TTY.

Any oral responses provided by City staff at the Pre-Submittal Conference shall be preliminary. A written summary of the Pre-Submittal Conference shall contain official responses, if any. Any oral response given at the Pre-Submittal Conference that is not confirmed in the written summary of the Pre-Submittal Conference or by a subsequent addendum shall not be official or binding on the City. Only written responses shall be official and all other forms of communication with any officer, employee or agent of the City shall not be binding on the City.

## IV. SUBMITTAL DOCUMENT REQUIREMENTS

Respondent's submittal shall include the following items in the following sequence:

A. EXECUTIVE SUMMARY – Respondents shall include a one- to two-page Executive Summary for the SOQ. The summary shall include a statement of the work to be accomplished and how Respondent proposes to accomplish and perform each specific service.

B. SUBMITTAL COVER / SIGNATURE PAGE (Form #1) – Respondent shall complete and sign this form, as found in RFQ Attachment 1. Respondent must include the completed Submittal Cover/Signature Sheet with submittal, indexed or labeled as Tab "1". The Submittal Cover/Signature Sheet must be signed by a person, or persons, authorized to bind the entity, or entities submitting the response. Submittals signed by a person other than an officer of the company or partner of the firm shall be accompanied by evidence of authority. Joint ventures require signatures from all firms participating in the joint venture. **Joint ventures are required to provide legal proof of the joint venture, such as a joint venture agreement as an attachment to their submittal.**

C. SUBMITTAL CHECKLIST AND TABLE OF CONTENTS (Form #2) – Respondent shall complete this form, as found in RFQ Attachment 2, which is to be used as the Table of Contents for its submittal. The checklist shall be indexed or labeled as Tab "2" in submittal.

D. RESPONDENT GENERAL QUESTIONNAIRE (Form #3) – Completed Respondent General Questionnaire form as found in RFQ Attachment 3, indexed or labeled as Tab "3" in submittal.

E. DISCRETIONARY CONTRACTS DISCLOSURE FORM (Form #4) – Respondents should complete the form online at http://www.sanantonio.gov/eforms/atty/DiscretionaryContractsDisclosure.pdf, print a copy of the completed form and submit as Tab "4" in its ORIGINAL SUBMITTAL ONLY. If Respondent is proposing as a team or joint venture, then each party to that team or joint venture shall complete and submit a separate form with the submittal.

F. LITIGATION DISCLOSURE FORM (Form #5) – Completed Litigation Disclosure form as found in RFQ Attachment 5 and additional pages for explanation, if necessary, indexed or labeled as Tab "5" in submittal. If Respondent is proposing as a team or joint venture, then each party to that team or joint venture shall completed and submit a separate form with the submittal.

G. STATEMENT OF QUALIFICATIONS - Respondent shall prepare and submit a narrative document that addresses all evaluation criteria in Section VIII of this RFQ. This section is limited to fifteen (15) pages not including forms and attachments and should be labeled or indexed as

Tab "6" in submittal. Sufficient information must be included which allows the City to determine that the Respondent possesses the minimum qualifications outlined in the RFQ.

H. ORGANIZATIONAL CHART – Respondent shall prepare and submit a project organizational chart. The chart, limited to a maximum of one (1) page, shall be indexed and labeled as Tab "7" in submittal.

I. PROOF OF INSURABILITY (Indexed and labeled as Tab "8"): Respondent shall submit a letter from insurance provider stating provider's commitment to insure the Respondent for the types of coverages and at the levels specified in the attached Contract Document Template (RFQ Attachment 7) if awarded a contract in response to this RFQ. Respondent shall also submit a copy of their current insurance certificate.

J. RESUMES (Optional) – Indexed and labeled as Tab "9". Resumes for each key team member shall be limited to a maximum length of one (1) page each (no company information), with a maximum of ten (10) pages total, and may offer information regarding additional previously completed projects (not highlighted in the project sheets requested as part of the Qualification Statement).

K. LETTERS OF REFERENCE (Optional) – Indexed and labeled as Tab "10". Respondent may provide a maximum of five (5) letters of reference.

Respondent is expected to examine this RFQ carefully, understand the terms and conditions for providing the services listed herein and respond completely. FAILURE TO COMPLETE AND PROVIDE ANY OF THE ABOVE-REFERENCED DOCUMENTS SHALL RESULT IN THE RESPONDENT'S SUBMITTAL BEING DEEMED NON-RESPONSIVE AND THEREFORE DISQUALIFIED FROM CONSIDERATION.

## V. AMENDMENTS TO RFQ

Changes, amendments, or written responses to questions received in compliance with Section VIII, Restrictions on Communication may be posted on the City's website at http://epay.sanantonio.gov/RFPListings/. It is Respondent's responsibility to review this site and ascertain whether any amendments have been made prior to submission of a proposal. A Respondent who does not have access to the Internet, must notify City in accordance with Section VIII, Restrictions on Communication, that Respondent wishes to receive copies of changes, amendments, or written responses to questions by mail or facsimile.

No oral statement of any person shall modify or otherwise change or affect the terms, conditions or specifications stated in the RFQ and changes to the RFQ, if any, shall be made in writing only.

## VI. SUBMISSION INSTRUCTIONS

Respondent shall submit one (1) original **unbound** submittal, signed in ink, and seven (7) printed and bound copies of the submittal, as well as one (1) copy of the submittal in an Adobe PDF format on a compact disk (CD) in a sealed package, clearly marked on the front of the package "**TERMINAL A RENOVATIONS PROJECT**" All submittals must be received in the City Clerk's Office **NO LATER THAN 3:00 P.M. LOCAL TIME ON MARCH 1, 2011** at the address indicated below. Any submittal received after this time shall not be considered.

Mailing Address:
City Clerk's Office, Attn: Capital Improvement Management Services Department
P.O. Box 839966
San Antonio, Texas 78283-3966

Physical Address:
City Clerk's Office, Attn: Capital Improvement Management Services Department
100 Military Plaza
City Hall, 2nd Floor,
San Antonio, Texas 78205

Submittals sent by facsimile or email will not be accepted.

Responses to the solicitation should be complete and well organized. Adherence to the maximum page criterion is critical; each page side (maximum 8 1/2" x 11") with criteria information will be counted. Pages that have project photos, charts, and graphs will be counted towards the maximum number of pages. Front and back covers, Table of Contents pages and tabbed divider pages will not be counted if they do not contain submittal information. Resumes should not include project pictures or general firm information. The use of recycled paper and double-sided printing is encouraged. Three-ring binders are permitted; however, other more economical and/or recyclable types of binding are preferred (such as heat-binding or plastic-comb binding). Unnecessarily elaborate brochures, artwork, bindings, visual aides, expensive paper or other materials beyond that sufficient to present a complete and effective submission are not required. All pages shall be numbered. Margins shall be no less than 1" around the perimeter of each page. Electronic files, websites, or URLs shall not be included as part of the proposal, other than the CD specified above. Each submittal must include the sections and attachments in the sequence listed in the RFQ Section IV, Submittal Document Requirements, and each section must be divided by tabs and indexed in the Submittal Checklist and Table of Contents page. Failure to meet the above conditions may result in disqualification of the proposal.

Respondents who submit responses to this RFQ shall correctly reveal, disclose, and state the true and correct name of the individual, proprietorship, corporation, and /or partnership (clearly identifying the responsible general partner and all other partners who would be associated with the contract, if any). No nick-names, abbreviations (unless part of the legal title), shortened or short-hand, or local "handles" will be accepted in lieu of the full, true and correct legal name of the entity. These names shall comport exactly with the corporate and franchise records of the Texas Secretary of State and Texas Comptroller of Public Accounts. Individuals and proprietorships, if operating under other than an individual name, shall match with exact Assumed Name filings. Corporate Respondents and limited liability company Respondents shall include the 11-digit Comptroller's Taxpayer Number on the signature page of the Proposal.

If an entity is found to have incorrectly or incompletely stated its name or failed to fully reveal its identity on the signature page of its proposal, the Capital Improvements Management Services Director shall have the discretion, at any point in the contracting process, to suspend consideration of the proposal.

## VII. RESTRICTION ON COMMUNICATIONS

**Once the RFQ has been released, Respondents are prohibited from communicating with City officials and staff regarding the RFQ or Submittals, as follows:**

A. Respondents are prohibited from communicating with: 1) elected City officials and their staff regarding the RFQ or Submittals from the time the RFQ has been released until the contract is posted as a City Council agenda item; and 2) City employees from the time the RFQ has been released until the contract is awarded. These restrictions extend to "thank you" letters, phone calls, emails and any contact that results in the direct or indirect discussion of the RFQ and/or Proposal submitted by Respondent. **Violation of this provision by Respondent and/or its agent may lead to disqualification of Respondent's proposal from consideration.**

   1. Respondents may ask verbal questions concerning this RFQ at the Pre-Submittal Conference.
   2. Respondents may submit written questions concerning this RFQ to the Staff Contact Person listed in the address below until **4:00 p.m. Local Time on February 17, 2011**. Questions

received after the stated deadline will not be answered. It is suggested that all questions be sent by electronic mail or by fax to:

LeAnn Lindquist-Thome, Contract Coordinator, 207-1688 or leann.lindquist-thome@sanantonio.gov

However, questions sent by certified mail, return receipt requested, will also be accepted and should be addressed to:

LeAnn Lindquist-Thome, Contract Coordinator
City of San Antonio, Capital Improvements Management Services Department
1303 N. Terminal Dr., #1, San Antonio, TX 78216

3. Respondents may provide responses to questions asked of them by the Staff Contact Person after responses are received and opened. During interviews, if any, verbal questions and explanations will be permitted. If interviews are conducted, Respondents shall not bring lobbyists. The City reserves the right to exclude any persons from such selection committee meetings as it deems in its best interests.

5. Upon completion of the evaluation process, Respondents shall receive a notification letter indicating the recommended firm and anticipated City Council agenda date. Respondents desiring a review of the solicitation process may submit a written request no later than seven (7) calendar days from the date letter was sent. The letter will indicate the name and address for submission of requests for review.

**B.** City reserves the right to contact any Respondent to negotiate if such is deemed desirable by City. Such negotiations, initiated by City staff persons, shall not be considered a violation by Respondent of this section.

**C.** Exceptions to the Restrictions on Communication with City employees include:

Respondents and/or their agents are encouraged to contact the Small Business Office of the International and Economic Development Department for assistance or clarification with issues specifically related to the City's Small Business Economic Development Advocacy (SBEDA) Program policy and/or completion of the SBEDA form. The point of contact is Lisa Brice. Ms. Brice may be reached by telephone at (210) 207-3505 or by e-mail at lisa.brice@sanantonio.gov. Contacts to the Small Business Office regarding this solicitation after the solicitation closing date are not permitted.

## VIII. EVALUATION CRITERIA

The City will conduct a comprehensive, fair and impartial evaluation of all submittals received in response to this RFQ. The City may appoint a selection committee to perform the evaluation. Each submittal will be analyzed to determine overall responsiveness and qualifications under the RFQ. Criteria to be evaluated may include the items listed below. The selection committee may select all, some or none of the Respondents for interviews. If the City elects to conduct interviews, Respondents may be interviewed and re-scored based upon these same criteria, or other criteria to be determined by the selection committee. The City may also request additional information from Respondents at any time prior to final approval of a selected Respondent. The City reserves the right to select one, or more, or none of the Respondents to provide services. Final approval of a selected Respondent is subject to the action of the City of San Antonio City Council.

**A. Experience of the Prime Firm specific to airport facility renovations (45%)**

Discuss the experience and qualifications of the prime firm in providing the services outlined in this RFQ. For each project listed, please provide:

1. Description of the projects, provide a minimum of two (2)
2. Role of the firm

3. Project owner
4. Reference information for each project in the following format:
   Name of Reference:_____
   Reference Phone Number: _____
   Reference E-mail:_____

**B. Experience & Qualifications of Key Personnel and Subconsultants (30%)**

Discuss the experience and qualifications of the specific project team members in providing the services outlined in this RFQ (particularly the Project Manager, and the managers of the key disciplines) including subconsultant experience. Describe your approach to overall team formation and coordination of team members and provide a team organization chart.

For each key person identified, list their length of time with their respective firm and provide lists of similar airport projects on which they have previously worked. If a project selected for a key person is the same as one selected for the prime firm, provide just the project name and the role of the key person. For other projects provide the following:

1. Description of projects, provide a minimum of two (2)
2. Role of the person
3. Project Owner
4. Reference information for each project in the following format:
   Name of Reference: _____
   Reference Phone Number: _____
   Reference E-mail:_____

**C. Team's Experience on Multi-Phased Projects and Projects with On-Going Operations (25%)**

City is interested in evaluating the teams' (including subconsultants) experience with multi-phased projects and projects where operations were required to be ongoing during the process with minimal or no disruption/interruption. Briefly describe your team's experience in the following areas and reference projects, within the past five (5) years, relating to that experience:

1. Multi-phased building assessment
2. Multi-phased design
3. Communications with operations
4. Mitigation of operational impact
5. Coordination with other project team(s)

## IX. SBEDA ORDINANCE COMPLIANCE PROVISIONS

### A. Solicitation Response, Commitment and Contract Requirements

Respondent understands and agrees that the following provisions shall be requirements of this solicitation and the resulting contract, if awarded, and by submitting its Response, Respondent commits to comply with these requirements. Absent a waiver granted by the SBO, failure of a Prime Contractor to submit a completed Subcontractor/Supplier Utilization Commitment form in its response shall render its response NON-RESPONSIVE. During price proposal negotiations, if a Respondent is invited to submit a price proposal, absent a waiver granted by the SBO, failure of a Respondent to include a fully-documented and signed SBO-promulgated Subcontractor/Supplier Utilization Plan satisfying the SBE subcontracting goal and signed SBO-promulgated Subcontractor/Supplier Letters of Intent shall render its response NON-RESPONSIVE.

**Waiver Request** - A Respondent may request, for good cause, a full or partial waiver of a **specified subcontracting goal** included in this solicitation by submitting the *Respondent Subcontracting Waiver Request (available at http://www.sanantonio.gov/edd/SmallBusiness/SBEDA_Forms.aspx)* to the Small Business Office no less than 7 business days prior to the solicitation closing date, fully documenting subcontractor unavailability despite the Respondent's good faith efforts to comply with the goal. Such

documentation shall include all good faith efforts made by Respondent including, but not limited to, which subcontractors (with phone numbers, e-mail addresses and mailing addresses, as applicable) were contacted. Respondent shall submit the Waiver Request to Aurora Perkins, Sr. Economic Development Specialist at fax number 210-207-8151 or by e-mail to aurora.perkins@sanantonio.gov . Late Waiver Requests will not be considered.

**Exception Request** - A Respondent may, for good cause, request an Exception to the application of the SBEDA Program and its Affirmative Procurement Initiatives to this solicitation if the Respondent submits the *Exception to SBEDA Program Requirements Request (available at http://www.sanantonio.gov/edd/SmallBusiness/SBEDA_Forms.aspx)* form with its solicitation response, fully documenting subcontractor unavailability despite the Respondent's good faith efforts to comply with the goal. Such documentation shall include all good faith efforts made by Respondent including, but not limited to, which subcontractors (with phone numbers, e-mail addresses and mailing addresses, as applicable) were contacted. Late Exception Requests will not be considered.

## B. SBEDA Program

The CITY has adopted a Small Business Economic Development Advocacy Ordinance (Ordinance No. 2010-06-17-0531, also referred to as "SBEDA" or "the SBEDA Program"), which is posted on the City's International and Economic Development (IEDD) website page and is also available in hard copy form upon request to the CITY. The SBEDA Ordinance Compliance Provisions contained in this section of the agreement are governed by the terms of this Ordinance, as well as by the terms of the SBEDA Ordinance Policy & Procedure Manual established by the CITY pursuant to this Ordinance, and any subsequent amendments to this referenced SBEDA Ordinance and SBEDA Policy & Procedure Manual that are effective as of the date of the execution of this agreement. Unless defined in a contrary manner herein, terms used in this section of the agreement shall be subject to the same expanded definitions and meanings as given those terms in the SBEDA Ordinance and as further interpreted in the SBEDA Policy & Procedure Manual.

## C. Definitions

**Affirmative Procurement Initiatives (API)** – Refers to various Small Business Enterprise, Minority Business Enterprise, and/or Women Business Enterprise ("S/M/WBE") Program tools and Solicitation Incentives that are used to encourage greater Prime and subcontract participation by S/M/WBE firms, including bonding assistance, evaluation preferences, subcontracting goals and joint venture incentives. (For full descriptions of these and other S/M/WBE program tools, see Section III. D. of Attachment A to the SBEDA Ordinance.)

**Certification or "Certified"** – the process by which the Small Business Office (SBO) staff determines a firm to be a bona-fide small, minority-, women-owned, or emerging small business enterprise. Emerging Small Business Enterprises (ESBEs) are automatically eligible for Certification as SBEs. Any firm may apply for multiple Certifications that cover each and every status category (e.g., SBE, ESBE, MBE, or WBE) for which it is able to satisfy eligibility standards. The SBO staff may contract these services to a regional Certification agency or other entity. For purposes of Certification, the City accepts any firm that is certified by local government entities and other organizations identified herein that have adopted Certification standards and procedures similar to those followed by the SBO, provided the prospective firm satisfies the eligibility requirements set forth in this Ordinance in Section III.E.6 of Attachment A.

**Commercially Useful Function** – an S/M/WBE firm performs a Commercially Useful Function when it is responsible for execution of a distinct element of the work of the contract and is carrying out its responsibilities by actually performing, staffing, managing and supervising the work involved. To perform a Commercially Useful Function, the S/M/WBE firm must also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself. To determine whether an S/M/WBE firm is performing a Commercially Useful Function, an evaluation must be performed of the

amount of work subcontracted, normal industry practices, whether the amount the S/M/WBE firm is to be paid under the contract is commensurate with the work it is actually performing and the S/M/WBE credit claimed for its performance of the work, and other relevant factors. Specifically, an S/M/WBE firm does not perform a Commercially Useful Function if its role is limited to that of an extra participant in a transaction, contract or project through which funds are passed in order to obtain the appearance of meaningful and useful S/M/WBE participation, when in similar transactions in which S/M/WBE firms do not participate, there is no such role performed. The use of S/M/WBE firms by CONTRACTOR to perform such "pass-through" or "conduit" functions that are not commercially useful shall be viewed by the CITY as fraudulent if CONTRACTOR attempts to obtain credit for such S/M/WBE participation towards the satisfaction of S/M/WBE participation goals or other API participation requirements. As such, under such circumstances where a commercially useful function is not actually performed by the S/M/WBE firm, the CONTRACTOR shall not be given credit for the participation of its S/M/WBE subcontractor or joint venture partner towards attainment of S/M/WBE utilization goals, and the CONTRACTOR and S/M/WBE firm may be subject to sanctions and penalties in accordance with the SBEDA Ordinance.

**Good Faith Efforts** – documentation of the CONTRACTOR's or Respondent's intent to comply with S/M/WBE Program Goals and procedures including, but not limited to, the following: (1) documentation within a solicitation response reflecting the Respondent's commitment to comply with SBE or M/WBE Program Goals as established by the GSC for a particular contract; or (2) documentation of efforts made toward achieving the SBE or M/WBE Program Goals (e.g., timely advertisements in appropriate trade publications and publications of wide general circulation; timely posting of SBE or M/WBE subcontract opportunities on the City of San Antonio website; solicitations of bids/proposals/qualification statements from all qualified SBE or M/WBE firms listed in the Small Business Office's directory of certified SBE or M/WBE firms; correspondence from qualified SBE or M/WBE firms documenting their unavailability to perform SBE or M/WBE contracts; documentation of efforts to subdivide work into smaller quantities for subcontracting purposes to enhance opportunities for SBE or M/WBE firms; documentation of a Prime Contractor's posting of a bond covering the work of SBE or M/WBE Subcontractors; documentation of efforts to assist SBE or M/WBE firms with obtaining financing, bonding or insurance required by the Respondent; and documentation of consultations with trade associations and consultants that represent the interests of SBE and/or M/WBEs in order to identify qualified and available SBE or M/WBE Subcontractors.) The appropriate form and content of CONTRACTOR's Good Faith Efforts documentation shall be in accordance with the SBEDA Ordinance as interpreted in the SBEDA Policy & Procedure Manual.

**HUBZone Firm** − a business that has been certified by U.S. Small Business Administration for participation in the federal HUBZone Program, as established under the 1997 Small Business Reauthorization Act. To qualify as a HUBZone firm, a small business must meet the following criteria: (1) it must be owned and Controlled by U.S. citizens; (2) at least 35 percent of its employees must reside in a HUBZone; and (3) its Principal Place of Business must be located in a HUBZone within the San Antonio Metropolitan Statistical Area. [See 13 C.F.R. 126.200 (1999).]

**Independently Owned and Operated** – ownership of an SBE firm must be direct, independent and by Individuals only. Ownership of an M/WBE firm may be by Individuals and/or by other businesses provided the ownership interests in the M/WBE firm can satisfy the M/WBE eligibility requirements for ownership and Control as specified herein in Section III.E.6. The M/WBE firm must also be Independently Owned and Operated in the sense that it cannot be the subsidiary of another firm that does not itself (and in combination with the certified M/WBE firm) satisfy the eligibility requirements for M/WBE Certification.

**Individual −** an adult person that is of legal majority age.

**Industry Categories** – procurement groupings for the City of San Antonio inclusive of Construction, Architectural & Engineering (A&E), Professional Services, Other Services, and Goods & Supplies (i.e., manufacturing, wholesale and retail distribution of commodities). This term may sometimes be referred to as "business categories."

**Originating Department** – the CITY department or authorized representative of the CITY which issues solicitations or for which a solicitation is issued.

**Payment** – dollars actually paid to CONTRACTORS and/or Subcontractors and vendors for CITY contracted goods and/or services.

**Prime Contractor** – the vendor or contractor to whom a purchase order or contract is issued by the City of San Antonio for purposes of providing goods or services for the City. For purposes of this agreement, this term refers to the CONTRACTOR.

**Relevant Marketplace** – the geographic market area affecting the S/M/WBE Program as determined for purposes of collecting data for the MGT Studies, and for determining eligibility for participation under various programs established by the SBEDA Ordinance, is defined as the San Antonio Metropolitan Statistical Area (SAMSA), currently including the counties of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson.

**Respondent –** a vendor submitting a bid, statement of qualifications, or proposal in response to a solicitation issued by the City. For purposes of this agreement, CONTRACTOR is the Respondent.

**Responsible** – a firm which is capable in all respects to fully perform the contract requirements and has the integrity and reliability which will assure good faith performance of contract specifications.

**San Antonio Metropolitan Statistical Area (SAMSA)** – also known as the Relevant Marketplace, the geographic market area from which the CITY's MGT Studies analyzed contract utilization and availability data for disparity (currently including the counties of Atascosa, Bandera, Bexar, Comal, Guadalupe, Kendall, Medina and Wilson).

**SBE Directory** - a listing of small businesses that have been certified for participation in the City's SBE Program APIs.

**SBE Subcontracting Program** – an API in which Prime Contractors or vendors are required to make Good Faith Efforts to subcontract a specified percentage of the value of prime contract dollars to certified SBE firms. Such subcontracting goals may be set and applied by the GSC on a contract-by-contract basis to those types of contracts that provide subcontract opportunities for performing Commercially Useful Functions wherein there have been ongoing disparities in the utilization of available SBE Subcontractors.

When specified by the GSC, the SBE Subcontracting Plan or Good Faith Efforts plan submitted by CONTRACTOR may also be required to reflect Good Faith Efforts that a Prime Contractor or vendor has taken (or commits to taking in the case of solicitations that do not include a detailed scope of work or those in which price cannot be considered a factor in evaluation), toward attainment of subcontracting goals for SBE firms.

**Significant Business Presence** – to qualify for this Program, a S/M/WBE must be headquartered or have a *significant business presence* for at least one year within the Relevant Marketplace, defined as: an established place of business in one or more of the eight counties that make up the San Antonio Metropolitan Statistical Area (SAMSA), from which 20% of its full-time, part-time and contract employees are regularly based, and from which a substantial role in the S/M/WBE's performance of a Commercially Useful Function is conducted. A location utilized solely as a post office box, mail drop or telephone message center or any combination thereof, with no other substantial work function, shall not be construed to constitute a significant business presence.

**Small Business Enterprise (SBE)** – a corporation, partnership, sole proprietorship or other legal entity for the purpose of making a profit, which is Independently Owned and Operated by Individuals legally residing in, or that are citizens of, the United States or its territories, and which meets the U.S. Small Business Administration (SBA) size standard for a small business in its particular industry(ies) and meets the Significant Business Presence requirements as defined herein.

**Small Business Office (SBO)** – the office within the International and Economic Development Department (IEDD) of the CITY that is primarily responsible for general oversight and administration of the S/M/WBE Program.

**Small Business Office Manager** – the Assistant Director of the IEDD of the CITY that is responsible for the management of the SBO and ultimately responsible for oversight, tracking, monitoring, administration, implementation and reporting of the S/M/WBE Program. The SBO Manager is also responsible for enforcement of contractor and vendor compliance with contract participation requirements, and ensuring that overall Program goals and objectives are met.

**Subcontractor** – any vendor or contractor that is providing goods or services to a Prime Contractor or CONTRACTOR in furtherance of the Prime Contractor's performance under a contract or purchase order with the City. A copy of each binding agreement between the CONTRACTOR and its subcontractors shall be submitted to the CITY prior to execution of this contract agreement and any contract modification agreement.

**Suspension** – the temporary stoppage of the SBE or M/WBE firm's beneficial participation in the CITY's S/M/WBE Program for a finite period of time due to cumulative contract payments the S/M/WBE firm received during a fiscal year that exceed a certain dollar threshold as set forth in Section III.E.7 of Attachment A to the SBEDA Ordinance, or the temporary stoppage of CONTRACTOR's and/or S/M/WBE firm's performance and payment under CITY contracts due to the CITY's imposition of Penalties and Sanctions set forth in Section III.E.13 of Attachment A to the SBEDA Ordinance.

**Subcontractor/Supplier Utilization Plan** – a binding part of this contract agreement which states the CONTRACTOR's commitment for the use of Joint Venture Partners and / or Subcontractors/Suppliers in the performance of this contract agreement, and states the name, scope of work, and dollar value of work to be performed by each of CONTRACTOR's Joint Venture partners and Subcontractors/Suppliers in the course of the performance of this contract, specifying the S/M/WBE Certification category for each Joint Venture partner and Subcontractor/Supplier, as approved by the SBO Manager. Additions, deletions or modifications of the Joint Venture partner or Subcontractor/Supplier names, scopes of work, of dollar values of work to be performed requires an amendment to this agreement to be approved by the IEDD Director or designee.

**D. SBEDA Program Compliance – General Provisions**

As CONTRACTOR acknowledges that the terms of the CITY's SBEDA Ordinance, as amended, together with all requirements, guidelines, and procedures set forth in the CITY's SBEDA Policy & Procedure Manual are in furtherance of the CITY's efforts at economic inclusion and, moreover, that such terms are part of CONTRACTOR's scope of work as referenced in the CITY's formal solicitation that formed the basis for contract award and subsequent execution of this Agreement, these SBEDA Ordinance requirements, guidelines, and procedures are hereby incorporated by reference into this Agreement, and are considered by the parties to this Agreement to be material terms. CONTRACTOR voluntarily agrees to fully comply with these SBEDA program terms as a condition for being awarded this contract by the CITY. Without limitation, CONTRACTOR further agrees to the following terms as part of its contract compliance responsibilities under the SBEDA Program:

1. CONTRACTOR shall cooperate fully with the Small Business Office and other CITY departments in their data collection and monitoring efforts regarding CONTRACTOR's utilization and payment of Subcontractors, S/M/WBE firms, and HUBZone firms, as applicable, for their performance of Commercially Useful Functions on this contract including, but not limited to, the timely submission of completed forms and/or documentation promulgated by SBO, through the Originating Department, pursuant to the SBEDA Policy & Procedure Manual, timely entry of data into monitoring systems, and ensuring the timely compliance of its Subcontractors with this term;

2. CONTRACTOR shall cooperate fully with any CITY or SBO investigation (and shall also respond truthfully and promptly to any CITY or SBO inquiry) regarding possible non-compliance with

SBEDA requirements on the part of CONTRACTOR or its Subcontractors or suppliers;

3. CONTRACTOR shall permit the SBO, upon reasonable notice, to undertake inspections as necessary including, but not limited to, contract-related correspondence, records, documents, payroll records, daily logs, invoices, bills, cancelled checks, and work product, and to interview Subcontractors and workers to determine whether there has been a violation of the terms of this Agreement;

4. CONTRACTOR shall immediately notify the SBO, in writing on the Change to Utilization Plan form, through the Originating Department, of any proposed changes to CONTRACTOR's Subcontractor / Supplier Utilization Plan for this contract, with an explanation of the necessity for such proposed changes, including documentation of Good Faith Efforts made by CONTRACTOR to replace the Subcontractor / Supplier in accordance with the applicable Affirmative Procurement Initiative. All proposed changes to the Subcontractor / Supplier Utilization Plan including, but not limited to, proposed self-performance of work by CONTRACTOR of work previously designated for performance by Subcontractor or supplier, substitutions of new Subcontractors, terminations of previously designated Subcontractors, or reductions in the scope of work and value of work awarded to Subcontractors or suppliers, shall be subject to advanced written approval by the Originating Department and the SBO.

5. CONTRACTOR shall immediately notify the Originating Department and SBO of any transfer or assignment of its contract with the CITY, as well as any transfer or change in its ownership or business structure.

6. CONTRACTOR shall retain all records of its Subcontractor payments for this contract for a minimum of four years, or as required by state law, following the conclusion of this contract or, in the event of litigation concerning this contract, for a minimum of four years, or as required by state law, following the final determination of litigation, whichever is later.

7. In instances wherein the SBO determines that a Commercially Useful Function is not actually being performed by the applicable S/M/WBE or HUBZone firms listed in a CONTRACTOR's Subcontractor / Supplier Utilization Plan, the CONTRACTOR shall not be given credit for the participation of its S/M/WBE or HUBZone subcontractor(s) or joint venture partner(s) toward attainment of S/M/WBE or HUBZone firm utilization goals, and the CONTRACTOR and its listed S/M/WBE firms or HUBZone firms may be subject to sanctions and penalties in accordance with the SBEDA Ordinance.

## E. SBEDA Program Compliance – Affirmative Procurement Initiatives

The CITY has applied the following contract-specific Affirmative Procurement Initiative to this contract. CONTRACTOR hereby acknowledges and agrees that the selected API requirement shall also be extended to any change order or subsequent contract modification, and absent SBO's granting of a waiver, that its full compliance with the following API terms and conditions are material to its satisfactory performance under this Agreement:

**SBE Subcontracting Program.** In accordance with SBEDA Ordinance Section III. D. 1. (c), this contract is being awarded pursuant to the SBE Subcontracting Program. **CONTRACTOR agrees to subcontract at least 30% of its prime contract value to certified SBE firms headquartered or having a significant business presence within the San Antonio Metropolitan Statistical Area (SAMSA).** The Subcontractor / Supplier Utilization Plan that CONTRACTOR submitted to CITY with its response for this contract (or, as appropriate, that it agrees to submit during the price proposal negotiation phase of this contract), and that contains the names of the certified SBE Subcontractors to be used by CONTRACTOR on this contract, the respective percentages of the total prime contract dollar value to be awarded and performed by each SBE Subcontractor, and documentation including a description of each SBE

Subcontractor's scope of work and confirmation of each SBE Subcontractor's commitment to perform such scope of work for an agreed upon dollar amount is hereby attached and incorporated by reference into the material terms of this Agreement. In the absence of a waiver granted by the SBO, the failure of CONTRACTOR to attain this subcontracting goal for SBE firm participation in the performance of a Commercially Useful Function under the terms of its contract shall be a material breach and grounds for termination of the contract with the CITY, and may result in debarment from performing future CITY contracts, withholding of payment for retainage equal to the dollar amount of the underutilization below the agreed upon SBE subcontracting goal, and/or shall be subject to any other remedies available under the terms of this Agreement for violations of the SBEDA Ordinance, or under any other law.

**F. Commercial Nondiscrimination Policy Compliance**

As a condition of entering into this agreement, the CONTRACTOR represents and warrants that it has complied with throughout the course of this solicitation and contract award process, and will continue to comply with, the CITY's Commercial Nondiscrimination Policy, as described under Section III. C. 1. of the SBEDA Ordinance. As part of such compliance, CONTRACTOR shall not discriminate on the basis of race, color, religion, ancestry or national origin, sex, age, marital status, sexual orientation, or on the basis of disability or other unlawful forms of discrimination in the solicitation, selection, hiring or commercial treatment of Subcontractors, vendors, suppliers, or commercial customers, nor shall the company retaliate against any person for reporting instances of such discrimination. The company shall provide equal opportunity for Subcontractors, vendors and suppliers to participate in all of its public sector and private sector subcontracting and supply opportunities, provided that nothing contained in this clause shall prohibit or limit otherwise lawful efforts to remedy the effects of marketplace discrimination that have occurred or are occurring in the CITY's Relevant Marketplace. The company understands and agrees that a material violation of this clause shall be considered a material breach of this agreement and may result in termination of this agreement, disqualification of the company from participating in CITY contracts, or other sanctions. This clause is not enforceable by or for the benefit of, and creates no obligation to, any third party. CONTRACTOR's certification of its compliance with this Commercial Nondiscrimination Policy as submitted to the CITY pursuant to the solicitation for this contract is hereby attached and incorporated into the material terms of this Agreement. CONTRACTOR shall incorporate this clause into each of its Subcontractor and supplier agreements entered into pursuant to CITY contracts.

**G. Prompt Payment**

Upon execution of this contract by CONTRACTOR, CONTRACTOR shall be required to submit to CITY accurate progress payment information with each invoice regarding each of its Subcontractors, including HUBZone Subcontractors, to ensure that the CONTRACTOR's reported subcontract participation is accurate. CONTRACTOR shall pay its Subcontractors in compliance with Chapter 2251, Texas Government Code (the "Prompt Payment Act") within ten days of receipt of payment from CITY. In the event of CONTRACTOR's noncompliance with these prompt payment provisions, no final retainage on the Prime Contract shall be released to CONTRACTOR, and no new CITY contracts shall be issued to the CONTRACTOR until the CITY's audit of previous subcontract payments is complete and payments are verified to be in accordance with the specifications of the contract.

**E. Violations, Sanctions and Penalties**

In addition to the above terms, CONTRACTOR acknowledges and agrees that it is a violation of the SBEDA Ordinance and a material breach of this Agreement to:

1. Fraudulently obtain, retain, or attempt to obtain, or aid another in fraudulently obtaining, retaining, or attempting to obtain or retain Certification status as an SBE, MBE, WBE, M/WBE, HUBZone firm, Emerging M/WBE, or ESBE for purposes of benefitting from the SBEDA Ordinance;

2. Willfully falsify, conceal or cover up by a trick, scheme or device, a material fact or make any false, fictitious or fraudulent statements or representations, or make use of any false writing or

document, knowing the same to contain any false, fictitious or fraudulent statement or entry pursuant to the terms of the SBEDA Ordinance;

3. Willfully obstruct, impede or attempt to obstruct or impede any authorized official or employee who is investigating the qualifications of a business entity which has requested Certification as an S/M/WBE or HUBZone firm;

4. Fraudulently obtain, attempt to obtain or aid another person fraudulently obtaining or attempting to obtain public monies to which the person is not entitled under the terms of the SBEDA Ordinance; and

5. Make false statements to any entity that any other entity is, or is not, certified as an S/M/WBE for purposes of the SBEDA Ordinance.

Any person who violates the provisions of this section shall be subject to the provisions of Section III. E. 13. of the SBEDA Ordinance and any other penalties, sanctions, and remedies available under law, including but not limited to:

1. Suspension of contract;

2. Withholding of funds;

3. Rescission of contract based upon a material breach of contract pertaining to S/M/WBE Program compliance;

4. Refusal to accept a response or proposal; and

5. Disqualification of CONTRACTOR or other business firm from eligibility for providing goods or services to the City for a period not to exceed two years (upon City Council approval).

## X. AWARD OF CONTRACT AND RESERVATION OF RIGHTS

City reserves the right to award more than one, or no contract(s) in response to this RFQ.

A. The Contract, if awarded, will be awarded to the Respondent whose submittal is deemed to be the most advantageous to City, as determined by the selection committee, and upon approval of the City Council.

B. The contract term is anticipated to commence following City Council approval and shall be for one (1), three (3) year term with an option to renew for an additional two (2) year term at the City's discretion.

C. The enabling Ordinance shall identify the total amount of money that may be expended under the contract awarded in connection with this RFQ.

D. City may accept any submittal in whole or in part. If subsequent negotiations are conducted, they shall not constitute a rejection or alternate RFQ on the part of City. However, final selection of a Respondent is subject to City Council approval.

E. City reserves the right to accept one submittal or reject all submittals received in response to this RFQ and to waive informalities and irregularities in the proposals received. City also reserves the right to terminate this RFQ, and reissue a subsequent solicitation, and/or remedy technical errors in the RFQ process.

F. City will require the selected Respondent to execute a contract in substantially the form as attached with the City, prior to City Council award. No work shall commence until City signs the contract

document(s) and Respondent provides the necessary evidence of insurance as required in this RFP and the contract. Contract documents are not binding until approved by the City Attorney. In the event the parties cannot negotiate and execute a contract within the time specified by the City, the City reserves the right to terminate negotiations with the selected Respondent and commence negotiations with another Respondent.

G. This RFQ does not commit City to enter into a Contract, award any services related to this RFQ, nor does it obligate City to pay any costs incurred in preparation or submission of a response or in anticipation of a contract.

H. The successful Respondent must be able to formally invoice the City for services rendered, incorporating the SAP-generated contract and purchase order numbers that shall be provided by the City. The City administers its design and construction management through an Internet-based management system. All vendors will be required to use the City's portal system and submit schedules using Primavera Project Manager 5.X or Primavera Contractor 4.1 or above.

I. Conflicts of Interest. Respondent acknowledges that it is informed that the Charter of the City of San Antonio and its Ethics Code prohibit a City officer or employee, as those terms are defined in the Ethics Code, from having a financial interest in any contract with City or any City agency such as City-owned utilities. An officer or employee has a "prohibited financial interest" in a contract with City or in the sale to City of land, materials, supplies or service, if any of the following individual(s) or entities is a party to the contract or sale: the City officer or employee; his parent, child or spouse; a business entity in which he or his parent, child or spouse owns ten percent or more of the voting stock or shares of the business entity, or ten percent or more of the fair market value of the business entity; or a business entity in which any individual or entity above listed is a subcontractor on a City contract, a partner or a parent or subsidiary business entity.

J. Respondent is required to warrant and certify that it, its officers, employees and agents are neither officials nor employees of the City, as defined in Section 2-42 of the City's Ethics Code. (Discretionary Contracts Disclosure – Instructions and web-link to electronic form are included in Attachment 4 of RFQ.

K. Independent Contractor. Respondent agrees and understands that, if selected, it and all persons designated by it to provide services in connection with a contract, is (are) and shall be deemed to be an independent contractor(s), responsible for its (their) respective acts or omissions, and that City shall in no way be responsible for Respondent's actions, and that none of the parties hereto will have authority to bind the others or to hold out to third parties, that it has such authority.

L. Effective January 1, 2006, Chapter 176 of the Texas Local Government Code requires that persons, or their agents, who seek to contract for the sale or purchase of property, goods, or services with the City, shall file a completed conflict of interest questionnaire with the City Clerk not later than the 7th business day after the date the person: (1) begins contract discussions or negotiations with the City; or (2) submits to the City an application, response to a request for proposals or bids, correspondence, or another writing related to a potential agreement with the City. The conflict of interest questionnaire form is available from the Texas Ethics Commission by accessing either of the following web addresses:

http://www.ethics.state.tx.us/whatsnew/conflict_forms.htm
http://www.ethics.state.tx.us/forms/CIQ.pdf.

Completed conflict of interest questionnaires may be mailed or delivered by hand to the Office of the City Clerk, if mailing a completed conflict of interest questionnaire, mail to Office of the City Clerk, P.O. Box 839966, San Antonio, TX 78283-3966. If delivering a completed conflict of interest questionnaire, deliver to: Office of the City Clerk, City Hall, 2nd floor, 100 Military Plaza, San Antonio, TX 78205. Respondent should consult its own legal advisor with questions regarding the statute or form.

M. All submittals become the property of the City upon receipt and will not be returned. Any information deemed to be confidential by Respondent should be clearly noted on the page(s) where confidential information is contained; however, the City cannot guarantee that it will not be compelled to disclose all or part of any public record under the Texas Public Information Act, since information deemed to be confidential by Respondent may not be considered confidential under Texas law, or pursuant to a Court order.

N. Any cost or expense incurred by the Respondent that is associated with the preparation of the submittal, the Pre-Submittal Conference, if any, or during any phase of the selection process, shall be borne solely by Respondent.

## XI. SCHEDULE OF EVENTS

The following tentative schedule has been prepared for this project.

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| Pre-Register for Site Visit: | February 7, 2011, 4:00 P.M. |
| Pre-Submittal Conference & Site Visit: | February 11, 2011, 10:00 A.M. |
| Deadline for Submission of Written Questions: | February 17, 2011, 4:00 P.M. |
| Responses Due: | Tuesday, March 1, 2011, 3:00 P.M. |
| Interviews, if necessary: | March 17 and/or 18, 2011 |
| Anticipated City Council Consideration: | April, 2011 |

Final approval of a selected firm or firms is subject to the action of the San Antonio City Council.