



October 2, 2020

ANATOMY OF AN RFP

- Welcome! The session will begin soon.
- You are all muted, but feel free to use the ‘Chat’ function to network before we begin.
- If you have a question, please put it in the ‘Chat’.
- After the Forum, you will receive access to all Forum presentations and the attendee lists from each session.

PHL PNE

PHILADELPHIA INTERNATIONAL AIRPORT
NORTHEAST PHILADELPHIA AIRPORT



Introduction of Session Presenters



Api Appulingam, PE

*Deputy Director of Aviation, Capital Development
City of Philadelphia, Division of Aviation*



Pete Butler, PE

*Vice President, Aviation
Jacobs*



Patti Gibson May

*Director of Marketing
CMTS LLC*





Finding Requests for Proposals





Finding RFP Opportunities

www.phl.org/business/contracting-opportunities

PHL HOME ABOUT PHL FLIGHTS PARKING TO AND FROM AT PHL VEST PHILLY

CONTRACTING OPPORTUNITIES

[home](#) → [business at phl](#) → [contracting opportunities](#)

Thank you for your interest in doing business with Philadelphia International Airport. The Airport provides many exciting opportunities for entrepreneurs and established businesses to participate in a variety of professional service, construction and supply contracts. PHL plays a vital role in the region's economy and establishing solid business relationships is key to our continued success. We welcome your participation.

The Philadelphia International Airport falls under the Department of Commerce within the City of Philadelphia. All contracting opportunities for the Airport are available through the City of Philadelphia "Contracts Online" web page: <http://phila.gov/contracts>.

We invite you to explore PHL's Contracting Opportunities website.

The Airport's Purchasing Administration Unit (PAU) is happy to assist with any questions regarding contracting opportunities. Please contact us by phone at 215-937-5580 or email rfp@phl.org

or

www.phila.gov/contracts



PHILADELPHIA INTERNATIONAL AIRPORT
NORTHEAST PHILADELPHIA AIRPORT



Finding RFP Opportunities

Secure | https://secure.phila.gov/eContract/



- About
- Instructions
- Disclosure/Eligibility
- Links
- Need Assistance?
- Login/Register

- Home
- New Contract Opportunities**
- Login/Register

Vendor Information

*Required Fields

EIN/SSN: 123456789

*Company Name:

*Address 1:

Address 2:

*City:

*State: PA

*Zip: -

*Phone: () -

Contact Information

To update the below contact information, begin typing in the corrected information and click the Update button when you are finished.
To update your company information, please use the Contact Us link to request a change.

*First Name:

*Last Name:

Title:

*Email:

*Confirm Email:

*Phone: () - Ext:

Fax: () -

Register

Notify me of new contract opportunities by email.



Finding RFP Opportunities

Search by **Department** and/or **Service Type** – Airport RFPs are under Commerce

City Of Philadelphia - De x
Secure | https://secure.phila.gov/eContract/

eContractPhilly

Home
New Contract Opportunities
Login/Register
Notice of Intent to Contract
Amendments
Contract Renewals
Vendor Applications (for Executed Contracts)
Reports

About | Instructions | Disclosure/Eligibility | Links

Opportunity List

The list below displays non-competitively bid contract opportunities with the City of Philadelphia. The S detailed information about the opportunity and to an application page for vendors who are interested in

Departments: ALL
Service Type: ALL

Search criteria returns 11

Opportunity	Department
21180209141640	WATE
21180125095153	COMM
21180213154844	DIVIS
21170810100041****	DIVIS
21180131101337	COMM
21180126130914	WATE

21170810100041**** The City of Philadelphia is seeking a Public Safety Mobile Data Solution with Broadband Transport and Consulting Services for Police, Fire, Emergency Man...

City Of Philadelphia - De x
Secure | https://secure.phila.gov/eContract/

eContractPhilly

Home
New Contract Opportunities
Login/Register
Notice of Intent to Contract
Amendments
Contract Renewals
Vendor Applications (for Executed Contracts)
Reports

About | Instructions | Disclosure/Eligibility | Links

Opportunity List

The list below displays non-competitively bid contract opportunities with the City of Philadelphia. The S detailed information about the opportunity and to an application page for vendors who are interested in

Departments: ALL
Service Type: ALL

Search criteria returns 11

Opportunity	Department
21180209141640	WATE
21180125095153	COMM
21180213154844	DIVIS
21180131101337	COMM
21180126130914	WATE

21170810100041**** The City of Philadelphia is seeking a Public Safety Mobile Data Solution with Broadband Transport and Consulting Services for Police, Fire, Emergency Man...

AIRPORT WEBSITE HOSTING: to host, maintain and develop new features and enhancements for the Philadelphia International Airport website: www.phl.org. The Office of Economic Opportunity has set a rang...

The Philadelphia Water Department is seeking proposals from qualified Applicants to manage our residential stormwater incentives program known as Rain Check. This program is part of PWD's

Finding RFP Opportunities/*Searching for Opportunities*



About
Instructions
Disclosure/Eligibility
Links
Need Assistance?
Login/Register

Home

New Contract Opportunities

Login/Register

Notice of Intent to Contract

Amendments

Contract Renewals

Vendor Applications (for Executed Contracts)

Reports

Opportunity List

The list below displays non-competitively bid contract opportunities with the City of Philadelphia. The Status column shows if the application period is open, closed or has been cancelled. The list may be searched by department or type of service desired. Clicking on the opportunity number will link to more detailed information about the opportunity and to an application page for vendors who are interested in applying. Vendors interested in applying should consult the Instructions Manual (located under the Directions link above) for registration and application instructions.

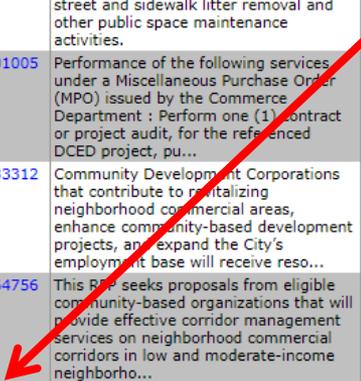
Departments:

Service Type:

Search criteria returns 86 items from a total of 1095 opportunities

Opportunity	Description	Dept/Agency	Service Type	Amount	Opening Date	Closing Date	Status
21190125153441	To support the activities of organizations that provide community services such as street and sidewalk litter removal and other public space maintenance activities.	COMMERCE	General Consultant Services	\$25,000.00 to \$60,000.00	01/30/2019	03/08/2019	Open
21181231101005	Performance of the following services under a Miscellaneous Purchase Order (MPO) issued by the Commerce Department : Perform one (1) contract or project audit, for the referenced DCED project, pu...	COMMERCE	Miscellaneous Order	To be determined	01/17/2019	02/21/2019	Open
21181214133312	Community Development Corporations that contribute to revitalizing neighborhood commercial areas, enhance community-based development projects, and expand the City's employment base will receive reso...	COMMERCE	General Consultant Services	\$50,000.00 to \$100,000.00	12/18/2018	03/25/2019	Open
21181129164756	This RFP seeks proposals from eligible community-based organizations that will provide effective corridor management services on neighborhood commercial corridors in low and moderate-income neighborho...	COMMERCE	Housing and Economic Dev	\$80,000.00 to \$150,000.00	12/06/2018	02/20/2019	Open
21181130122537	THE CITY OF PHILADELPHIA, DEPARTMENT OF COMMERCE, DIVISION OF AVIATION SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE PROFESSIONAL AIRPORT PLANNING CONSULTING SERVICES; RELATED TO: ECONOMIC ANAL...	COMMERCE	Architect and Engineer Svcs	To be determined	12/06/2018	01/17/2019	Closed

Details available for each opportunity





Finding RFP Opportunities

[About](#) | [Instructions](#) | [Disclosure/Eligibility](#) | [Links](#) | [Need Assistance?](#)

Important information to
download and read

Detailed Information for Opportunity: 21181130122537

Please read all of the information presented on this page and all attached documents, including selection criteria, before you submit your application.

Opportunity Information

Opportunity Number: 21181130122537

Opportunity Details: [PHL RFP ON CALL PLANNING](#)
[APPENDICES PHL RFP OCP](#)
[General Provisions: Architect and Engineer Svcs](#)
[SF 330](#)
[ADDENDUM ONE - TIME EXTENSION](#)
[ADDENDUM TWO - Q&A](#)

Type of Service: Architect and Engineer Svcs

Contracting Department: COMMERCE

Opportunity Description:

THE CITY OF PHILADELPHIA, DEPARTMENT OF COMMERCE, DIVISION OF AVIATION SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE PROFESSIONAL AIRPORT PLANNING CONSULTING SERVICES; RELATED TO: ECONOMIC ANALYSIS; FORECASTING GROWTH; CREATING SCHEMATIC PLANS AND RUNWAY/TAXIWAY LAYOUTS; UPDATING EXISTING AIRPORT LAYOUT PLANS; EVALUATING SPACE USAGE IN THE TERMINAL; REANALYZING STUDIES FOR TERMINAL EXPANSION; CONDUCTING TRAFFIC AND PARKING STUDIES; ESTIMATING COSTS; PERMIT APPLICATIONS; EIS CONSISTENT WITH NEPA. DBE GOAL: 30-35 MBE &/OR 30-35 WBE.

Status: **Closed**

Last Modified: 1/3/2019 8:15:39
AM

Posting Date: 12/6/2018

Closing Date: 1/17/2019 5:00:00 PM

Amount: To be determined

Primary Contact Information

Name: Susan Bailey
Department: COMMERCE
Location: Airport Term E
Phone: (215)937-5580
Fax: (215)937-5576
Email: susan.bailey@phl.org

Secondary Contact Information

Name: Alec Gever
Department: COMMERCE
Location: 42 Commerce - Aviation
Phone: 215-863-3948
Fax: 215 937-5497
Email: alec.gever@phl.org

[Return to New Opportunity List](#)

[Apply for Contract](#)



Teaming



PHILADELPHIA INTERNATIONAL AIRPORT
NORTHEAST PHILADELPHIA AIRPORT



Finding/Building a Team

- **Can't start to research early enough!**
- **Understand the scope of work**
 - ✓ Request introductory meetings with City staff
 - ✓ What services are required? Architecture? Engineering? Surveying? What else?
- **Investigate players/possible partners**
 - ✓ Who are the current players? Players trying to penetrate the market?
 - ✓ Past history – local? Outside region? National?
 - ✓ Skill sets? What services do they need to procure?
 - ✓ Core values/interests – does your firm align?





Finding/Building a Team

Connect with potential teaming partners

- Find ways to connect outside of the heat of preparing a proposal
 - ✓ Attend common events to get facetime (associations, outreach events, meetings)
 - ✓ Connect through a colleague
- Understand communication preferences of potential teammates
- Connect early and check-in regularly
 - ✓ Firms identify opportunities early to position
 - ✓ Larger firms often have a 'go/no-go' decision that requires consensus
 - ✓ Keep connected, but don't be overzealous
- Good news travels fast – bad news travels faster





Finding/Building a Team

Check yourself out

- Is your certification current and accurate?
- Are you registered as a City of Philadelphia and PHL vendor? Is that information accurate?
- Is your external-facing material (website, LinkedIn, etc.) accurate and up-to-date?
- Go to pre-proposal meetings – face-to-face and virtual
- Be a firm that helps the team win, beyond being a certified M/W/DBE
- Connectivity to community?





Deal-Breakers

- Over-promising
- Poor past performance
- Ineffective communication/responsiveness to information requests
- Too much connectivity, respect other's time commitments
- Not following formatting instructions
- Incorrectly addressing diversity requirements
- Attempting to influence the process





Responding to RFPs





Prepping for Proposal Production

- Read and outline the RFP before attending the pre-proposal meeting.
- Develop a schedule based on key dates in the RFP.
 - ✓ Deliverables may need to be prepared in advance of key milestones.
 - ✓ As subconsultants, deadlines may come with even shorter deadlines.
- Provide information in timely manner, *in the format requested*.
 - ✓ Keep your quals (resumes, project profiles, firm overviews, etc.) updated.
 - ✓ Customize responses/submission materials to the requirement specified in the RFP.
 - ✓ Be concise.
- Be available through multiple methods - email, calls, texts – and be responsive.
- As a team member, respect the hierarchy, and let prime lead the effort and be the main point-of-contact with the client.





Prepping for Proposal Production

The first thing you do after downloading the RFP...is...?
Check out the dates!

IV. Proposal Administration

A. Procurement Schedule

RFP release	12/6/18
Pre-Proposal Meeting	12/19/18 @ 10:00 AM
Questions regarding the RFP due	12/21/18 @ 5:00 PM
Proposal submission	1/11/19 @ 5:00 PM
Presentation(s) of Invited Applicants	TBD
Applicant selection	TBD
Contract award and execution	TBD

- Procurement Schedule (usually Section IV in city RFPs).
- Understand critical decision/action dates.
- Establish an internal timeline to complete the proposal.
- Add critical dates to people’s calendars.



Prepping for Proposal Production



REQUEST FOR PROPOSALS ("RFP")

For

ON CALL AIRPORT PLANNING
ENGINEERING & CONSULTING SERVICES
Philadelphia International Airport & Northeast Philadelphia Airport

Issued by:
CITY OF PHILADELPHIA
Department of Commerce, Division of Aviation

All proposals must be submitted electronically to the correct contract opportunity established for this RFP (identified by opportunity number), through the eContract Philly online application process at www.phila.gov/contracts, choose eContract Philly.

Applicants who have failed to file complete applications through the eContract Philly online application process will not be considered for the contract.

Proposals must be received no later than 5:00 p.m. Philadelphia, PA, local time,
On JANUARY 11, 2018

An optional pre-proposal Conference will be held on **DECEMBER 19, 2018 10:00 AM**
at International Plaza, Building One, Second Floor, Division of Aviation Engineering Conference Room,
Philadelphia, PA 19153.

Watch for
'optional' vs.
'mandatory' pre-
proposal
meeting.



Prepping for Proposal Production

TABLE OF CONTENTS

I	Project Overview	5
A	Introduction/Statement of Purpose	5
B	Department Overview	5
C	Project Background	5
D	Request for Proposals	6
E	Title VI Solicitation	6
F	General Disclaimer of the City of Philadelphia	7
II	Scope of Work	8
A	Project Details	8
B	Services and Tangible Work Products	8
C	Ownership of Materials	12
D	Hours and Location of Work	13
E	Monitoring; Security	13
F	Reporting Requirements	14
G	Compensation	14
H	Organizational and Personnel Requirements	14
III	Proposal Format, Content, and Submission Requirements; Selection Process	17
A	Proposal Format	17
B	Notice to Applicants to State Requested Exceptions to Contract Terms in Proposal	21
C	Office of Economic Opportunity – Participation Commitment/Diversity Reports	21
D	The Philadelphia Tax and Regulatory Status and Clearance Statement	22
E	Compliance with Philadelphia 21 st Century Minimum Wage & Benefits Ordinance	23
F	Certification of Compliance with Equal Benefits Ordinance	23
G	Local Business Entity or Local Impact Certification	24
H	Mandatory Online Application Requirements	24
I	Selection Process	25
IV	Proposal Administration	27
A	Procurement Schedule	27
B	Questions Relating to the RFP	27
C	Pre-Proposal Conference, Site Visits	27
D	Interviews/Presentations	28
E	Term of Contract	28

At first glance...check out the **Table of Contents**.

Topics of focus for this session



Prepping for Proposal Production

Look closely at the **insurance requirements**...and the **participation** guidelines.

Appendices

Appendix A	City of Philadelphia Standard Form of Contract sample (General Provisions)
Appendix B	Office of Economic Opportunity – Participation Commitment/Diversity Reports
Appendix C	City of Philadelphia Tax and Regulatory Status and Clearance
Appendix D	Insurance Requirements
Appendix E	Standard Form 330 Architect-Engineer Qualifications
Appendix F	Local Business Entity and Local Business Certification

DBE or
M/WBE?

Check your
current
insurance
limits/policies
against this



Prepping for Proposal Production

Scope of Work

- Section A – Project Details
- Section B – Services and Tangible Work Products
- Section C – Ownership of Materials
- Section D – Hours and Location of Work
- Section E – Monitoring; Security
- Section F – Reporting Requirements
- Section G – Compensation
- Section H – Organization and Personnel Requirements

Section B – Scope of Work...
often contains
background information
on the project or contract...
details that should be
addressed in the proposal.



Prepping for Proposal Production

Scope of Work

- Section A – Project Details

- Section B – Services and Tangible Work Products

- Section C – Ownership of Materials

- Section D – Hours and Location of Work

- Section E – Monitoring; Security

- Section F – Reporting Requirements

- Section G – Compensation

- Section H – Organization and Personnel Requirements

- Can my firm do this?
- Do I need a subcontractor?
- Should I be a subcontractor?
- Where could M/WBEs or other subs add value to the team?



Prepping for Proposal Production

Scope of Work

- Section A – Project Details
- Section B – Services and Tangible Work Products
- Section C – Ownership of Materials
- Section D – Hours and Location of Work
- Section E – Monitoring; Security
- Section F – Reporting Requirements
- **Section G – Compensation**
- Section H – Organization and Personnel Requirements

- Price/cost portions of proposals vary depending on instructions.
- Understand early in the process how you will be submitting cost/pricing information.
- Ask formal questions if you are unclear how to structure a response.



Proposal Submission

Section III – Proposal Submission Requirements

- Review this section very carefully!
 - ✓ Proposal submission **requirements vary** based on type, scope, and size of services being procured.
 - ✓ Each RFP contains its own **unique** submission requirements.
 - ✓ Often there are items in the *Scope of Work* section that need to be **weaved** into the proposal.





Proposal Submission

Section III – Proposal Submission Requirements

- Be aware of page limitations.
- Check on eContract to see if any addenda have been posted.
- Is electronic filing mandatory? Is it exclusive or in addition to hard copies?
- Submit responses in the sections and order indicated:
 - ✓ Cover Letter
 - ✓ Table of Contents
 - ✓ Intro/Executive Summary
 - ✓ Applicant Profile
 - ✓ Project Understanding
 - ✓ Statement of Qualifications/Relevant Experience
 - ✓ Proposed Scope of Work

• These sections typically take the longest to write and are very important.





Proposal Submission

Section III – Proposal Submission Requirements

- Proposed Subcontractors
- Administrative Documents
 - Requested Exceptions to Contract Terms
 - OEO
 - Tax and Regulatory Clearance
 - Disclosure of Litigation
 - Statement of Financial Capacity
 - Local Bus Entity or Local Impact Certification
 - Disclosure Requirements
 - Insurance
 - Addenda

• This can take significant lead time. It should be one of the first decisions made.

• Ensure that these requirements can be met.

• Must be signed.



Review the Proposal Final Draft

- Develop a checklist.
 - ✓ Based on Proposal Format
 - ✓ If possible, have someone ‘outside of the forest’ run the proposal through the checklist.
 - ✓ Also...have someone confirm that all of the forms and attachments are completed and included somewhere.
 - ✓ For Federally-funded A&E contracts, price is typically sealed separately from the technical proposal and is evaluated/negotiated separately (Brooks Act).
- Score the proposal.
 - ✓ Develop a score sheet based on the criteria.
 - ✓ If it’s hard for you to figure out if you would get the points....make revisions.



Review the Final Proposal

- Print out a hard copy.
- Re-run it through the proposal format checklist.
- Check page numbers (especially if there are page limitations).
- Leave time for:
 - ✓ Electronic submission
 - ✓ Hard copy delivery
- If it is late, it is non-responsive and likely all of your work on the proposal will be for naught.

Nonstop
PHL

Nonstop / Opportunity



Proposal Evaluation Perspectives



PHILADELPHIA INTERNATIONAL AIRPORT
NORTHEAST PHILADELPHIA AIRPORT



Selection Criteria

- Design your proposal to:
 - ✓ Follow the proposal format.
 - ✓ Maximize your score.
- The evaluators' scoring sheets follows the RFP closely.
- Section III lists the evaluation criteria.
- Interviews/presentations





Proposal Evaluation

POSITIVES

- Easy to follow.
- Format tracks to the RFP.
- All required forms, certifications, and submission requests are included.
- Minimal 'fluff' added.

NEGATIVES

- Unorganized/hard to follow format.
- Ignored addendums/answers to questions.
- Diversity requirements not addressed.
- Proposer 'assumes' the evaluators already knows the firm and/or personnel.
- Minimum requirements not met/adequately addressed for experience/personnel, etc.
- Do not copy/paste from another proposal!



Selection

Secure | https://secure.phila.gov/eContract/

eContractPhilly

- About
- Instructions
- Disclosure/Eligibility
- Links
- Need Assistance?
- Login/Register

Home

New Contract Opportunities

Login/Register

Notice of Intent to Contract List

The list below displays City of Philadelphia Notices of Intent to Contract for covered non-competitively bid contracts. Each notice contains the names of all applicants for the contract opportunity and the reason(s) for the Intent to Contract. Clicking on the opportunity number will link to the individual notice. The list may be searched by department.

Departments:

Search criteria returns 196 items from a total of 1627 awards

Notice of Intent to Contract

Amendments

Contract Renewals

Vendor Applications (for Executed Contracts)

Reports

Number	Description	Dept/Agency	Date
21200520080801a	THE CITY OF PHILADELPHIA, DEPARTMENT OF COMMERCE, DIVISION OF AVIATION, SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE PROFESSIONAL CIVIL ENGINEERING DESIGN AND CONSULTING SERVICES ON AN AS-NEEDED BASIS AT PHILADELPHIA INTERNATIONAL AIRPORT AND NORTHEAST PHILADELPHIA AIRPORT. DBE GOALS = 25-30% MBE/WBE.	COMMERCE	09/11/2020
21200520080801	THE CITY OF PHILADELPHIA, DEPARTMENT OF COMMERCE, DIVISION OF AVIATION, SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE PROFESSIONAL CIVIL ENGINEERING DESIGN AND CONSULTING SERVICES ON AN AS-NEEDED BASIS AT PHILADELPHIA INTERNATIONAL AIRPORT AND NORTHEAST PHILADELPHIA AIRPORT. DBE GOALS = 25-30% MBE/WBE.	COMMERCE	09/11/2020
21200520080801c	THE CITY OF PHILADELPHIA, DEPARTMENT OF COMMERCE, DIVISION OF AVIATION, SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE PROFESSIONAL CIVIL ENGINEERING DESIGN AND CONSULTING SERVICES ON AN AS-NEEDED BASIS AT PHILADELPHIA INTERNATIONAL AIRPORT AND NORTHEAST PHILADELPHIA AIRPORT. DBE GOALS = 25-30% MBE/WBE.	COMMERCE	09/11/2020
21200520080801b	THE CITY OF PHILADELPHIA, DEPARTMENT OF COMMERCE, DIVISION OF AVIATION, SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE PROFESSIONAL CIVIL ENGINEERING DESIGN AND CONSULTING SERVICES ON AN AS-NEEDED BASIS AT PHILADELPHIA INTERNATIONAL AIRPORT AND NORTHEAST PHILADELPHIA AIRPORT. DBE GOALS = 25-30% MBE/WBE.	COMMERCE	09/11/2020
21200506105856	AIRPORT DBE CONSULTING; The successful Applicant shall provide on-call consulting services in connection with the PHL Airport's Concession Disadvantaged Business Enterprise (ACDBE) and the Disadvantaged Business Enterprise (DBE) Programs. While there are no specific participation ranges established for this RFP, Applicants are required to exercise their Best and Good Faith Efforts to provide meaningful opportunities for the participation of M/W/DSBEs in their proposals.	COMMERCE	07/27/2020
21200211104537	CITY OF PHILADELPHIA, DIVISION OF AVIATION SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE PROFESSIONAL SECURITY AND SPECIAL SYSTEMS ENGINEERING CONSULTING SERVICES ON AN AS-NEEDED BASIS AT PHL. OEO GOAL = MBE 17 - 20% AND WBE 15 - 17%.	COMMERCE	06/30/2020
21180821110510e	The Department of Commerce supports investments to selected commercial development projects based on their level of organization, existence of plans, feasibility, capacity of local community development corporations, and proximity to other public and private investments. This effort is intended to help revitalize neighborhood commercial corridors throughout the city and re-establish their historic roles as central places to shop, to work and to meet neighbors and is carried out through six main strategies: 1. Focus planning and data analysis on strengthening the economic viability of corridors; 2. Align and leverage community economic development resources; 3. Make corridors more safe and welcoming places to spend time and money; 4. Develop a system to attract and retain businesses on corridors; 5. Support effective corridor management organizations; and 6. Partner with local businesses to insure all Philadelphians can find and retain living-wage jobs. The city will provide Planning grants of up to \$50,000 each to support economic development planning activities for specific projects or strategic economic development plans targeted to neighborhood commercial revitalization and blight elimination.	COMMERCE	06/24/2020
21200103122009a	PHL SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE, PROFESSIONAL PROJECT MANAGEMENT AND CONSTRUCTION MANAGEMENT (PM/CM) SERVICES ON AN ON-CALL/AS NEEDED BASIS FOR PHILADELPHIA INTERNATIONAL AIRPORT. (OEO GOAL = 30-33% MBE AND/OR WBE.)	COMMERCE	04/27/2020
21200103122009b	PHL SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE, PROFESSIONAL PROJECT MANAGEMENT AND CONSTRUCTION MANAGEMENT (PM/CM) SERVICES ON AN ON-CALL/AS NEEDED BASIS FOR PHILADELPHIA INTERNATIONAL AIRPORT. (OEO GOAL = 30-33% MBE AND/OR WBE.)	COMMERCE	04/27/2020
21200103122009	PHL SEEKS QUALIFIED APPLICANTS TO PROVIDE COMPREHENSIVE, PROFESSIONAL PROJECT MANAGEMENT AND CONSTRUCTION MANAGEMENT (PM/CM) SERVICES	COMMERCE	04/27/2020



- Questions and Answers
 - Please put your questions in the ‘Chat’
- Closing
 - When instructed, close out of this session and use the link you used for the opening session to get back to the Closing Session
 - If you can’t find that link see the ‘Chat’ when instructed and click the link provided