



Industry

Newark Liberty International Airport
TERMINAL A REDEVELOPMENT

Request for Industry Feedback
(RFIF)

RFIF

Feedback



THE PORT AUTHORITY OF NY & NJ

RFIF

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About The Port Authority of New York & New Jersey

The Port Authority of New York & New Jersey is a municipal corporate instrumentality and political subdivision, created and existing by virtue of the Compact of April 30, 1921, made by and between the two States, and thereafter consented to by the Congress of the United States. In the Compact, the two States recited their confident belief that a better coordination of the terminal, transportation and other facilities of commerce in the Port of New York would result in great economies benefiting the nation as well as the States and that the future development of such facilities would require the cordial cooperation of the States in the encouragement of the investment of capital and in the formulation and execution of necessary plans. The two States also recited that such result could best be accomplished through the cooperation of the two States by and through a joint or common agency, and to that end, after pledging, each to the other, faithful cooperation in the future planning and development of the Port of New York, they created the Port of New York district (the "Port District") and The Port Authority of New York Authority, the name of which was changed, effective July 1, 1972, to "The Port Authority of New York and New Jersey." The Compact has been amended and supplemented from time to time by legislation adopted by the two States.

Today, the Port Authority builds, operates, and maintains infrastructure critical to the region's trade and transportation network including America's busiest airport system, the third largest port in the country, six tunnels and bridges, the Port Authority Bus Terminal, the PATH rail transit system, and the World Trade Center. Altogether, the Port Authority owns and operates over \$40 billion worth of assets. Collectively, these assets are critical for the movement of people and goods through the New York and New Jersey region, supporting a regional economy with 8.6 million jobs, 17 million residents, and an estimated gross regional product of more than \$1 trillion. The Port Authority is a financially self-supporting entity with no taxing authority, and does not receive tax revenue from either state or from any local jurisdiction. The Agency relies primarily on revenue generated from facility operations including tolls, fares, fees, and rents. The Port Authority supports its capital program through debt issuance and other financing sources and routinely receives high ratings for its debt offerings.

For additional information about the Port Authority, please visit www.panynj.gov.

Introduction >

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INVITATION TO RESPOND

The Port Authority of New York & New Jersey (the “**Port Authority**”) invites Qualified Respondents to respond to this Request for Industry Feedback (“**RFIF**”) regarding the Terminal A Redevelopment Program at Newark Liberty International Airport (the “**Redevelopment Program**”).

QUALIFIED RESPONDENTS

The Port Authority encourages responses to this RFIF from a variety of firms and organizations that meet the following eligibility criteria (each a “**Qualifying Respondent**”):

- (a) Industry leaders with a record of accomplishment in the design or construction of airport transportation terminals of similar size, complexity, and scale to the New Terminal;
- (b) Industry leaders with a record of accomplishment in the operations and maintenance of airport transportation terminals of similar size, complexity, and scale to the New Terminal, including but not limited to, responsibility for operations, maintenance, terminal concessions management or development, gate assignment, and ramp management;

- (c) Industry leaders with a record of accomplishment in the design or construction of public parking garages of similar size, complexity, and scale to the New Terminal Parking Garage; and
- (d) Industry leaders with a record of accomplishment in the operations and maintenance of public parking garages of similar size and complexity to the New Terminal Parking Garage
- (e) Industry leaders whose functional expertise contributes to the financing, revenue generation, operation, maintenance, customer service of a project of similar scale to the New Terminal and/or Parking Garage.

The Port Authority in its discretion will determine whether a respondent is a Qualified Respondent for purposes of this RFIF, based on the information provided by the respondent. The Port Authority may invite a Qualified Respondent to attend a one-on-one meeting with Port Authority staff to discuss the Qualified Respondent’s responses to the RFIF questions in [Section 5](#) of this RFIF. Organizations or firms that do not meet the eligibility criteria for responding to this RFIF, including but not limited to providers of specialty construction or maintenance services, legal or financial advisors, or other providers of professional services, are encouraged, but are not required, to participate in responding to this RFIF as part of a Qualified Respondent. Such firms are, however, encouraged to attend the Industry Forum. The Port Authority will not preclude organizations or firms who do not respond to this RFIF from participating in future procurements for the Redevelopment Program.

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PURPOSE OF THIS RFIF

This RFIF has three purposes:

- (a) To inform the market of anticipated procurement opportunities for the Redevelopment Program;
- (b) To seek industry feedback on the questions presented in [Section 5](#) of this RFIF; and
- (c) To meet individually with Qualified Respondents to discuss their responses to the questions posed in [Section 5](#).

Prior to the commencement of a formal procurement process for the various component projects comprising the Redevelopment Program, the Port Authority is seeking feedback from Qualified Respondents regarding the anticipated scope and proposed project delivery methods for these component projects, including the New Terminal, and the New Terminal Parking Garage. Qualified Respondents, although not required, are encouraged to provide feedback regarding the Landside Infrastructure Projects, and Airside Infrastructure Projects discussed in the Program Briefing Book.

The Port Authority will consider responses to this RFIF in connection with ongoing evaluation of scope and project delivery options for the Redevelopment Program component projects. The Port Authority may also use information provided by Qualified Respondents to assist with the preparation of any resulting Request for Qualifications (RFQ) and Request for Proposals (RFP) documents.

THE PROGRAM BRIEFING BOOK

The Redevelopment Program Briefing Book (the “**Program Briefing Book**”) is a companion document to this RFIF. The purpose of the Program Briefing Book is to provide an overview of the Redevelopment Program, including its various component projects.

PORT AUTHORITY’S AUTHORIZED REPRESENTATIVE

The Port Authority has designated Mr. Timothy J. Pullen as its authorized representative for this RFIF process (“the **Authorized Representative**”). Firms and Qualified Respondents should send any questions to Mr. Pullen at tpullen@panynj.gov. Firms and Qualified Respondents may at any time during the RFIF process send questions relating to the Redevelopment Program or the RFIF process to the Authorized Representative. The Port Authority will review these questions, and may post responses to these questions on the RFIF designated web page on the Port Authority’s website. The Port Authority will not treat any RFIF questions as either confidential or proprietary.

Industry Forum >

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DATE AND LOCATION

The Port Authority will hold an industry forum for the Redevelopment Program on Tuesday, October 4, 2016 from 8:30 a.m. to 12:00 p.m. at the Newark Liberty International Airport Marriott for those firms and Qualified Respondents interested in learning about and participating on future Redevelopment Program component projects (the “**Industry Forum**”).

REGISTRATION

Firms and Qualified Respondents interested in attending the Industry Forum must register online at www.panynj.gov/airportevents no later than Friday, September 30, 2016. The Port Authority encourages minority and women-owned business enterprise (MBE/WBE) firms to register and attend the Industry Forum. Each firm may send no more than four (4) participants to the Industry Forum. The Port Authority anticipates a robust turnout for the Industry Forum and therefore encourages firms to register early.

QUALIFIED RESPONDENT MEETINGS

In conjunction with the Industry Forum, the Port Authority intends to hold one-on-one meetings with Qualified Respondents. These one-on-one meetings are limited to Qualified Respondents only. The intent of these meetings is to promote an open exchange of information that, as noted, may assist the Port Authority with ongoing scope validation and further consideration of project delivery options for the Redevelopment Program component projects.

The Port Authority anticipates that Qualified Respondent meetings, if any, will be scheduled in the afternoon on the day of the Industry Forum, and, if necessary, the following day (October 5, 2016). Qualified Respondent meetings scheduled on the day of the Industry Forum will take place at the Newark Liberty International Airport Marriott. Qualified Respondent meetings scheduled on October 5th will take place at the Newark Liberty International Airport Administration Building. The Port Authority expects each meeting with a Qualified Respondent to last no more than one (1) hour.

Response Requirements And Format >

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RESPONSE REQUIREMENTS

Each Qualified Respondent must submit:

- (a) A cover letter that includes the following:
 - (i) The name and principle business of your firm, and how your firm meets the definition of a Qualified Respondent as defined in [Section 1](#);
 - (ii) A designated point of contact for future correspondence;
 - (iii) A request to participate in a one-on-one meeting with Port Authority staff, if desired;
 - (iv) A concise description of what role your firm might play in a future procurement for the New Terminal or New Terminal Parking Garage Projects. If your firm has already teamed with other firms that have assisted in the preparation of your response to this RFIF, please provide brief details of your teaming arrangement, and an organization chart showing the functional relationship between your firms;
 - (v) As applicable, a description of your experience with undertaking projects in markets with strong labor, permitting and regulatory requirements such as Northern New Jersey or other major metropolitan markets; and
 - (vi) As applicable, a description of your experience undertaking or participating on projects within a major airport setting.
- (b) A signed Agreement on Terms of Discussion (Attachment A).
- (c) Your responses to the RFIF Questions in the format described in [Section 5](#).

RESPONSE FORMAT

Your response must be printed on 8.5" x 11" single-sided paper using a minimum font size of 12, and may be spiral or three-ring bound. You must provide us with one (1) signed original response submission and fifteen additional (15) copies of your response submission. The original hard copy response submission must be signed and marked "SIGNED ORIGINAL". Each hard copy must contain the RFIF # on the cover page.

In addition to the submission of hard copy responses, you must also submit one (1) original copy, and fifteen (15) additional copies of the full response in electronic format on non-copy protected flashdrives. All electronic responses must be in portable document format (.PDF) with no file protection or password protection applied.

You must deliver your response in sufficient time so that the Port Authority receives it no later than 2:00 p.m. on **Friday, September 16, 2016 EDT**. The Qualified Respondent's name and the RFIF # must be conspicuously indicated on the outside of the sealed package and on the cover of your hard copy original.

You must deliver your response submission to:

The Port Authority of New York & New Jersey
Procurement Department
4 World Trade Center, 21st Floor
150 Greenwich Street
New York, NY 10007
Attention: Bid Custodian

If your response is to be hand-delivered, note that only individuals with proper identification (e.g. photo identification) will be permitted access to the Port Authority's offices. Individuals without proper identification will be turned away and their packages not accepted. There is extensive security at the World Trade Center Site. You must present a valid government-issued photo ID to enter 4 WTC. Individuals without packages or carrying small packages, envelopes or boxes that can be

conveyed by hand or on a hand truck may enter through the lobby. All packages, envelopes and boxes may be subject to additional security screening. There is no parking available at 4 WTC/150 Greenwich Street, and parking in the surrounding area is extremely limited. Express carrier deliveries by commercial vehicles will only be made via vendors approved by Silverstein Properties, the WTC Property Manager, through the Vehicle Security Center (VSC). Please note that use of the U.S. Mail does not guarantee delivery to Port Authority offices by the above listed due date for responses. Qualified Respondents using the U.S. Mail are advised to allow sufficient delivery time to ensure timely receipt of their submission. Presently, UPS is the only delivery vendor with approved recurring delivery times. UPS makes deliveries to 4 WTC around 9:30 a.m. each day. Additional express carriers may be approved by Silverstein Properties and scheduled for recurring delivery times with the VSC, this information may be updated. The Port Authority assumes no responsibility for delays, including, but not limited to, delays caused by any delivery services, building access procedures, or security requirements.

RFIF Participation Conditions >

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AGREEMENT ON TERMS OF DISCUSSION

As part of the Response Requirements, each Qualified Respondent must submit a signed copy of the Agreement on Terms of Discussion (see Attachment A) without any alterations or deviations before the Port Authority will review the Qualified Respondent's response. If the Qualified Respondent is responding as a joint venture, team, or partnership, then an authorized representative of each party must sign the document.

INQUIRY-ONLY- NO CONTRACT

This RFIF is an inquiry only. The Port Authority will not enter into an agreement or contract with a Qualified Respondent as a result of this RFIF process. Neither the Port Authority nor any other agency guarantees that the projects discussed in this RFIF will advance to a public procurements, or that any subsequent procurement will follow the approaches described in this RFIF.

CHANGES TO THIS RFIF

The Port Authority may at any time, modify, amend, cancel or reissue this RFIF through written addenda. The Port Authority will post all addenda on the Port Authority's website.

RESPONSE AND INDUSTRY FORUM ATTENDANCE COSTS

The Port Authority will not be liable for any costs incurred in the preparation, submission, revision or any other aspect of a response by a Qualified Respondent to the RFIF questions. Similarly, the Port Authority is not liable to a firm or Qualified Respondent for any costs incurred or related to participation in the Industry Forum.

DISCLOSURE OF RESPONSES

The Port Authority will not consider responses to this RFIF as confidential or proprietary. All information contained in a response is subject to the Agreement on Terms of Discussion. A Qualified Respondent's response may be subject to disclosure under the Port Authority's Freedom of Information Policy.

OWNERSHIP OF RESPONSES

All materials submitted in response to or in connection with this RFIF will become the property of the Port Authority.

RIGHTS OF THE PORT AUTHORITY

The Port Authority reserves all its rights at law and equity with respect to this RFIF. No Qualified Respondent will have any rights against the Port Authority arising from the contents of this RFIF or the receipt of information in a response. The Port Authority makes no representations, warranties, or guarantees that the information contained in this RFIF or the Program Briefing Book, or any addenda hereto, is accurate, complete, or timely. Furthermore, no such representations, warranties or guarantees are made that the information in this RFIF or the Program Briefing Book accurately represents the conditions that would be encountered during the performance of any subsequent contract, if any. The furnishing of such information by the Port Authority does not create, nor should be deemed to create, any obligation or liability upon it for any reason whatsoever. Each Qualified Respondent, by submitting their submission, expressly agrees that it has not relied upon the foregoing information contained in this RFIF and that it may not hold the Port Authority liable or responsible in any manner whatsoever. The Port Authority reserves the right to disallow a firm's participation in the Industry Forum.

NO PERSONAL LIABILITY

Neither the Port Authority's Board of Commissioners, nor any of them, nor any officer, agent or employee thereof, may be charged personally with any liability by a firm or Qualified Respondent or another or held liable to a Qualified Respondent under any term or provision of this RFIF or any statements made in this document or the Program Briefing Book or during a one-on-one meeting with a Qualified Respondent, as the case may be, or because of the submission or attempted submission of information or other response to this RFIF.

RFIF Questions >

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The Port Authority is interested in receiving bona fide responses from Qualified Respondents to the RFIF Questions provided in this Section. To this end, we ask that responses to the RFIF questions be concise, informative, and to the extent possible, based on current and past projects or observations of design-build and related industry best practices. We also ask that Qualified Respondents not provide firm marketing materials or other promotional materials, but only include materials on the firm's past and current projects to the extent they respond to the eligibility requirements set forth in Section 1 of this RFIF, and inform the Qualified Respondent's responses to these RFIF Questions.

Qualified Respondents should be aware when responding to these RFIF questions that, as noted in the RFIF Program Briefing Book, the Port Authority currently anticipates using a design-build project delivery model to deliver the New Terminal Project and New Terminal Parking Garage Project. The Port Authority also anticipates procuring and awarding separate contracts for the operations and maintenance ("O&M") of the New Terminal, the management of the New Terminal concessions contract(s), and the operations and maintenance for the New Terminal Parking Garage. However, the Port Authority has not made a final determination on the procurement approach or structure of these contracts and is open to considering alternative approaches.

Qualified Respondents should label their responses to match the question subject heading and RFIF question letters.

NEW TERMINAL

Project Delivery and Contracting

- (a) Please describe if an alternative project delivery approach along the design-build continuum would be beneficial to the New Terminal Project.
- (b) The Port Authority plans to procure and award a separate Operations and Maintenance (O&M) Contract for the New Terminal, and not include O&M as part of the procurement, and eventual award for the design-build contract. What can the Port Authority do to leverage the expertise and insight of the O&M Contractor during the procurement process for the New Terminal? Be specific, and if possible, provide relevant market examples.
- (c) What are the benefits and potential risks to the Port Authority for delivering the New Terminal via a design-build procurement model? How could the Port Authority mitigate these risks?
- (d) With regard to allocation of risks, please provide a general summary table of which risks you believe the Port Authority should assume for the design-build of a New Terminal Project; specifically the risks the design-build contractor should assume for the New Terminal Project.
- (e) The Port Authority is keen to learn about innovative procurement and contractual approaches to handling site condition risk for the New Terminal Project. Please provide examples of market-based procurement processes and contractual approaches that your firm has engaged in, or has otherwise identified in the market.

- (f) Please describe how your firm conducts market outreach and otherwise engages and contracts with qualified MBE/WBE firms.

Design, Development & Construction

- (a) To what level of design should preliminary basis of design drawings for the New Terminal be completed to? If providing your answer in a % (e.g., 30%) please provide what x% preliminary basis of design drawings means to your firm? What is included, and what is not included?
- (b) Does the proposed design/construction schedule set forth in the Program Briefing Book for the New Terminal seem reasonable? If yes or no, please provide a detailed explanation on why the proposed design/construction schedule is or is not reasonable.
- (c) What areas of design and construction innovation might the Port Authority expect to see on the development for the New Terminal? Please provide examples based on the Qualified Respondent's experience, and other relevant market examples, if possible.
- (d) What are the most critical areas of design development for the New Terminal under a design-build model?
- (e) In the Qualified Respondent's opinion, what does it consider the appropriate level of oversight by the Port Authority for a design-build contract for the New Terminal? Please address the appropriate level of oversight for design review, and during the construction phase for the Project.

Operations & Maintenance and Concessions

- (a) Which Operation & Maintenance (O&M) activities do you believe should be under the O&M contract for the New Terminal, and which activities should the Port Authority retain? Please provide justification for your answer and provide examples where similar arrangements exist.
- (b) What performance metrics should the Port Authority consider for measuring operations and maintenance, lifecycle activities, and the O&M contractor's performance? Please provide appropriate market-based examples. How can the Port Authority ensure an appropriate Total Cost of Ownership over the life of the New Terminal?
- (c) The Port Authority is contemplating an appropriate O&M period and is considering terms up to 30 years. Please provide the benefits and risks for such an O&M period term.
- (d) The Port Authority is contemplating the appropriate structure and procurement approach to retain a New Terminal concessions management firm, and is considering a New Terminal concession management contract term of up to 10 years with two (2), five (5) year options. Please provide the benefits and risks for such concessions contract terms.
- (e) As noted, the Port Authority intends to issue a separate contract to manage the concessions for the New Terminal. Are there benefits to including terminal concessions with the O&M contract? What are the potential downsides to including terminal concessions with the O&M Contract?

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Procurement

- (a) The Port Authority anticipates conducting a two-step RFP process for the procurement of the New Terminal. Does the Qualified Respondent have any issues or concerns with this procurement approach? Please provide us with both the pros and cons of this procurement model.
- (b) The Port Authority is mindful and keen to reduce any unnecessary expenses associated with proposers preparing, responding or otherwise participating in a procurement process for the design-build procurement for the New Terminal. Please provide detailed examples of requirements or specifications in other design-build procurements that your firm believes should have been modified to reduce proposal development and overall project pursuit costs, without compromising the competitiveness of the procurement.
- (c) The Port Authority is keen to discover innovations in design and construction methods that will minimize passenger and user impacts, mitigate risks, and accelerate project delivery for the New Terminal by reducing the total construction schedule duration. To this end, the Port Authority anticipates incorporating a formal process for the evaluation and consideration of proposers' alternative technical concepts (ATCs) during the RFP phase of the procurement for the New Terminal. Please provide your firm's experience with developing and providing ATCs during design-build procurements, and comment on how the ATC process may be improved. In your experience, what are some of the "Best in Class" examples for the ATC process?
- (d) The Port Authority intends to issue a draft design-build contract at the start of the RFP phase of the procurement process for the New Terminal. In your experience, please explain why it is important to the overall efficiency of the procurement process for the Port Authority to provide a draft design-build contract at the commencement of the RFP phase of the procurement process for the New Terminal.
- (e) In addition to standard RFP documentation, what additional documents, data, records, surveys and studies should the Port Authority consider providing to proposers during the RFP phase of the procurement process for the New Terminal? The lack of, or delay in providing which documents could cause or otherwise delay RFP phase of the procurement process?
- (f) Please provide your firm's experience with engaging in collaborative dialogue meetings (CDMs) (one-on-one meetings), during the RFP phase in other design-build procurements. Please describe the advantages and disadvantages, if any, with the use of such collaborative dialogue. In your firm's experience, what areas of collaborative dialogue can be improved or streamlined to reduce the RFP in-market phase, and thereby reduce your firm's pursuit costs, and bring best value to the Port Authority?
- (g) Do you have any concerns on the intended procurement schedule for the New Terminal Project or the overall Redevelopment Program as provided in the Program Briefing Book?
- (h) Do you have any comments on the intended procurement process for the New Terminal based on your experience with other procurements for design-build projects; what are key lessons learned or case studies that the Port Authority should consider to help ensure a successful outcome?
- (i) What are the key factors you would consider in determining whether to participate in the procurement for the New Terminal?

NEW TERMINAL PARKING GARAGE

Project Delivery and Contracting

- (a) The Port Authority anticipates that it will deliver the New Terminal Parking Garage using a design-build project delivery model. The Qualified Respondent should describe whether it believes this project delivery approach is appropriate for the New Terminal Parking Garage. Please provide relevant past experiences, and other market examples, if possible.
- (b) How can the Port Authority enhance the overall efficiency and operations of the New Terminal Parking Garage, and thereby enhance the parking garage's operating revenue? For example, what design, construction, layout and technology innovations can be employed for the New Terminal Parking Garage to enhance the customer experience?
- (c) With regard to appropriate allocation of risks for the New Terminal Parking Garage, please provide a general summary table of which risks you believe the Port Authority should assume for the New Terminal Parking Garage Project, and the risks the design-build contractor should assume.
- (d) How can the Port Authority best encourage and maximize the inclusion of qualified MBE/WBE firms for the execution of the design-build contract for the New Terminal Parking Garage?

Design, Development & Construction

- (a) For the New Terminal Parking Garage, the Port Authority is seeking to obtain maximum innovations in design and construction from the design-builder. To this end, what does the Qualified Respondent believe is the appropriate level of preliminary design for the New Terminal Parking Garage that should be included

as part of the RFP? If you are providing your answer in a “%” (e.g., 15%) please provide what “%” preliminary basis of design drawings means to your firm? What is included, and what is not included?

- (b) Does the proposed construction schedule provided in the Program Briefing Book for the New Terminal Parking Garage Project seem reasonable? If no, why?
- (c) What areas of design and construction innovation might the Port Authority expect to see on the development of the New Terminal Parking Garage? Please provide market examples, if possible.
- (d) What are the most critical areas of design development for the New Terminal Parking Garage under a design-build model?

Procurement

- (a) The Port Authority anticipates conducting a two-step (RFQ and RFP) procurement for the New Terminal Parking Garage. Does the Qualified Respondent have any issues or concerns with this procurement approach? Please provide us with both the pros and cons of such a procurement approach.
- (b) The Port Authority is both mindful and keen to reduce any unnecessary expenses associated with preparing, responding or otherwise participating in a procurement process for the design-build for the New Terminal Parking Garage. Please provide detailed examples of requirements or specifications in other parking garage design-build procurements that your firm believes could have been modified to reduce proposal development and overall project pursuit costs, without adversely affecting the public goals for, and the ability to review, the solicitation.

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- (c) The Port Authority intends to issue a draft design-build contract at the start of the RFP phase of the procurement process for the New Terminal Parking Garage. In your experience, please explain the criticality of the Port Authority providing a draft design-build contract at the commencement of the RFP phase of the procurement process.
- (d) In addition to standard RFP documentation, what additional documents, data, records, surveys and studies should the Port Authority consider providing to proposers at the commencement of the procurement process for the New Terminal Parking Garage? The lack of, or delay in providing which documents could cause or otherwise delay the in-market period?
- (e) Please provide your firm's experience with engaging in collaborative dialogue meetings (one-on-one meetings) during the RFP phase. Please describe the advantages and disadvantages to your firm with the use of such collaborative dialogue meetings. In your firm's experience, what areas of collaborative dialogue meetings can be improved or streamlined to reduce the in-market period, reduce your firm's pursuit costs, and bring best value to the Port Authority?
- (f) Do you have any observations to make on the intended procurement schedule for the New Terminal Parking Garage project or the overall Redevelopment Program?
- (g) Do you have any comments on the New Terminal Parking Garage procurement process based on your experience with other procurements for design-build projects; what are key lessons learned or case studies that the Port Authority should consider to help ensure a successful outcome?
- (h) What are the key factors you would consider in determining whether to participate in the procurement for the New Terminal Parking Garage?

Qualified Respondents are encouraged to include in their submissions any graphics, tables, charts and other illustrations that may inform the Qualified Respondent's responses. The Port Authority strongly encourages Qualified Respondents to provide the following charts and matrices to illustrate and inform their responses to certain RFIF Questions.

- **Design-Build Responsibility and Risk Allocation Matrix:** illustrate the Qualified Respondent's opinion of the proper risk allocation between the Port Authority and the Design-Builder for the New Terminal and New Terminal Parking Garage
- **Design-Build Concepts and Contractual Provisions Table:** illustrate the Qualified Respondent's opinion of the most critical design-build contractual provisions that the Port Authority should consider and address in the RFP, and the Design Build Contract for the New Terminal and New Terminal Parking Garage.

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Feedback