



Date: February 21, 2020

**AIRTRAIN NEWARK REPLACEMENT PROJECT | (RFQ NO.60249)
ADDENDUM #1**

**TO PROSPECTIVE RESPONDENTS TO RFQ #60249
REQUEST FOR QUALIFICATIONS
AIRTRAIN NEWARK REPLACEMENT PROJECT**

We have made the following changes to the subject RFQ and Appendix B (SOQ Template).

1. With respect to the RFQ, we have revised the following sections, as shown in the comparison attached as Appendix A:
 - a. The Project Fact Sheet has been revised to amend the minimum headways requirement as shown in the attached comparison.
 - b. The Summary of Key RFQ Information has been revised to extend the SOQ Due Date as shown in the attached comparison.
 - c. Section 1.5 has been revised to remove the reference to pre-SOQ confidential meetings as shown in the attached comparison.
 - d. Section 3.2 has been revised to extend the SOQ Due Date as shown in the attached comparison.
 - e. Section 6.2 (Mandatory Evaluation Criteria, under "Bonding Capacity") has been revised to include a specified bonding amount as shown in the attached comparison.
 - f. Section 6.3 (Comparable Evaluation Criteria, under "Experience and Past Performance") has been revised to amend the past performance requirements as shown in the attached comparison.
 - g. Section 6.3 (Comparable Evaluation Criteria, under "State-of-the-Art and Reliable Technology") has been revised to amend the minimum headways requirement as shown in the attached comparison.
2. With respect to Appendix B (SOQ Template), we have revised the following sections, as shown in the comparison attached as Appendix B:
 - a. The index of the SOQ Template under the instructions table "SOQ Format" has been revised to include additional instructions as shown in the attached comparison.
 - b. Form C has been revised as shown in the attached comparison.
 - c. Sections 2.2 through 2.12, 2.16 and 4.5 through 4.12 have been revised to amend the past performance requirements as shown in the attached comparison.

- d. Section 4.3 (Project Manager (PM)) has been revised to amend the qualification requirements as shown in the attached comparison.
- e. Section 4.4 (Lead Civil/Infrastructure Design Manager (LCIDM), Lead Systems Design and Integration Manager (LSDIM), Architect of Record (AOR) and Engineer of Record (EOR)) has been revised to amend the past performance requirements and to include additional space as shown in the attached comparison.
- f. Form H (Key Personnel Availability Table) has been revised to include an additional section as shown in the attached comparison.

Appendix A: RFQ Revised Sections Comparison

**AIRTRAN NEWARK REPLACEMENT PROJECT
PROJECT FACT SHEET**

PROJECT DESCRIPTION:	The New AirTrain Newark will be a 2.5-mile elevated guideway train system and the centerpiece of the modernization of Newark Liberty International Airport. The New AirTrain will replace the existing AirTrain, which opened in 1996 and is reaching the end of its useful life which makes it susceptible to more frequent breakdowns and delays. The New AirTrain will be designed to maximize customer convenience with seamless connections to other forms of transportation and provide modern wayfinding, digital tools and amenities in AirTrain stations and in vehicles.
OPERATIONS AND MAINTENANCE DURATION:	30 years – 10-year initial term with two 10-year options
NEW AIRTRAIN OPERATIONS:	<ul style="list-style-type: none"> • 2-<u>3.5</u> minute headway Peak service • 20 hours a day and 7 days a week/year-round passenger service • 2,000 to 3,500 passengers per hour per direction
INFRASTRUCTURE & SYSTEM COMPONENTS:	<ul style="list-style-type: none"> • ~2.5-mile elevated guideway • 3 stations • Maintenance Control Facility • Grade-separated pedestrian connections from stations to terminals • 15-20 vehicles • Power distribution system including substations • Automated train control system • Supervisory control and data acquisition systems
TOTAL PROJECT COST:	\$2.05 billion (\$1.4-\$1.6 billion for design-build construction costs)
MBE/WBE/SDVOB and LBE PARTICIPATION:	The Contractor selected to deliver the Project will be responsible for meeting the Port Authority’s MBE/WBE/SDVOB participation goals (20% MBE and 10% WBE) for the Project – and engaging the Port Authority’s Office of Diversity and Inclusion in developing a MBE/WBE/SDVOB participation plan that meets (or exceeds) these goals. The Contractor will also be responsible and fully committed to engaging local business enterprises during the design, construction, and operations and maintenance of the New AirTrain.

SUMMARY OF KEY RFQ INFORMATION

RFQ TITLE	<p>The title of this RFQ is:</p> <p>Request for Qualifications for the AirTrain Newark Replacement Project through a Design-Build-Operate-Maintain (DBOM) Agreement</p> <p>RFQ #60249</p> <p>Respondents should reference the RFQ # in all correspondence.</p>
CONTACT PERSON	<p>The Contact Person for this RFQ is:</p> <p>Timothy J. Pullen E-Mail: tpullen@panynj.gov</p>
RESTRICTION ON COMMUNICATION	<p>A restricted period is currently in effect for this procurement and will remain in effect until the Port Authority's Board of Commissioners authorizes the DBOM Agreement, as further described in Section 3.2. Respondents are prohibited from contact related to this procurement with any Port Authority employee, Project Advisor or Commissioner other than the designated Contact Person listed above. In addition, and as further described in Section 5.4, the Port Authority has retained the following team of advisors for the Project:</p> <ol style="list-style-type: none"> 1. Lea+Elliot, Inc. 2. HNTB Corporation 3. Ashurst LLP 4. Love and Long LLP <p>These entities are precluded from communications and work with the Respondent teams.</p>
SOQ DUE DATE	<p>Before 2 p.m. Eastern Standard Time on March 1024, 2020.</p>
SOQ SUBMITTAL LOCATION	<p>The SOQ Submittal Location is:</p> <p>Procurement Department The Port Authority of New York and New Jersey 4 World Trade Center, 21st Floor 150 Greenwich Street New York, NY 10007 Attention: RFQ Custodian Re: RFQ #60249 - AirTrain Newark Replacement Project</p>

1.5 Intent to Respond

We encourage potential Respondents to notify the Contact Person via e-mail as soon as possible after we publish this RFQ of their intent to respond to this RFQ ("**Intent to Respond**") in order to receive important updates regarding the procurement process as and when they come available ~~and in order to schedule a pre SOQ confidential informational clarification meeting with the Port Authority~~. The potential Respondent should provide the Contact Person with the following information: (i) an affirmative statement of intent to (or not to) respond and identification of anticipated Key Members, (ii) contact name and title, (iii) firm name and location, including mailing address, (iv) contact phone number, and (v) the Respondent's e-mail address.

3.2 Procurement Schedule

The anticipated schedule ("**Procurement Schedule**") for the Project is as follows:

Activity	Date
RFQ Phase	
RFQ documents issued publicly	January 28, 2020
Community Briefing	February 2020
Respondent Informational/Clarification Meetings	February 2020
Deadline for Respondent Questions	March 4, 2020
SOQ Due Date	2:00 PM EST on March 10 ²⁴ , 2020
Shortlisted Respondents Notified	May 2020
RFP Phase	
Access to Data Room Granted	Q2 2020
MBE/WBE/SDVOB and Local Business Enterprises Industry Forum	Q2 2020
RFP Issued to Proposers (Shortlisted Respondents Only)	Q2 2020
Project Site Visit	Q2 2020
Collaborative Dialogue Meetings (CDMs) with Proposers	Q2-Q4 2020
Technical & Price Proposal Due Date	Q1 2021
Board of Commissioners Authorization	Q2 2021
Agreement Date – Notice to Proceed	Q2 2021

6.2 Mandatory Evaluation Criteria

Prior to our review of the Respondent's full SOQ, we will evaluate each SOQ based on the following "Mandatory Evaluation Criteria":

* * *

CRITERIA		ASPECT BEING EVALUATED
5	Bonding Capacity	The Respondent must provide a notarized letter from its surety acknowledging, among other things, that the Respondent's surety company has reviewed and understands the requirements of this RFQ, what the maximum dollar value of the that the Respondent's bonding capacity will be for performance and payment bonds <u>is at least \$1.6 billion</u> , given the expected size and scope of the Project (notwithstanding that the Port Authority may accept a performance bond sized at less than 100% of the design-build price), and that the surety company intends to furnish the performance and payment bonds in favor of the Port Authority as security for the performance of the Respondent's obligations as the Contractor under the DBOM Agreement in the event that the Respondent becomes the Contractor and executes the DBOM Agreement with the Port Authority based on this RFQ, the RFP and the Proposal. The Respondent's surety (or sureties) must have a rating of A- or better in the latest revision of the A.M. Best Company's Insurance Report, must be authorized by law to do business in the State of New Jersey, and must be listed in the U.S. Department of Treasury Circular 570. The surety letter must be included in the Respondent's SOQ.

6.3 Comparative Evaluation Criteria

If a Respondent satisfies all the Mandatory Evaluation Criteria, we will further evaluate the SOQ using the Comparative Evaluation Criteria detailed below in this Section 6.3. If an SOQ does not meet a Mandatory Evaluation Criterion, we may rate that SOQ as "unacceptable" and discontinue our review of that SOQ. We may allow certain deficiencies in an SOQ relating to the Mandatory Evaluation Criteria and submitted materials to be corrected through clarifications, but we are under no obligation to do so.

We will evaluate each SOQ that has satisfied the Mandatory Evaluation Criteria in Section 6.2 above, against the following "Comparative Evaluation Criteria":

CRITERIA		ASPECT BEING EVALUATED
1.	Experience and Past Performance	<ul style="list-style-type: none"> Demonstrated experience in delivering innovation and excellence in customer focused designs and operating

		<p>initiatives in all aspects of an APM or other transportation project.</p> <ul style="list-style-type: none"> • Experience and performance record in completing complex transportation projects involving infrastructure and systems scope within the last 10<u>15</u> years, <u>whether such projects have been completed in such period or are ongoing.</u> • Experience in forming and managing large multi-disciplinary teams to successfully work together and deliver the Project satisfactorily. • Experience in working in comparable major metropolitan areas with similar traffic/density and operating requirements as the Airport. • Record of completing projects on schedule and within budget. • Demonstrated experience in use of efficient construction techniques that minimize disruption to existing operations and speed delivery. • Demonstrated ability to deliver projects in design, construction, and operations and maintenance with a culture of embracing community and environmental responsible behaviors. • Experience and performance record in delivering world-class operations and maintenance of a transportation service • Record of successful operations and maintenance activities with documented on-time service and completion of maintenance activities. • Experience in asset management and maintenance of transit systems that maximize the investment and result in the highest level of customer satisfaction due to reliability, asset condition and level of service.
* * *		
4.	State-of-the-Art and Reliable Technology	<ul style="list-style-type: none"> • The Respondent’s approach to providing cutting edge, and reliable technology for all aspects of the Project. • The extent to which technology provides innovation and flexibility to migrate to future technology upgrades such as autonomous vehicle protocols, and other advances over 30 years of operation. • The extent to which technology is able to provide service levels and headways necessary to meet or exceed the Project demand (daily, year-round passenger service that moves 2,000 to 3,500 PPHPD at minimal <u>2-3.5</u> min headways).

		<ul style="list-style-type: none">• The extent to which the technology, and its components can be demonstrated to be able to operate reliably in all weather conditions that exist at the Airport.• The extent to which the proposed technical solution has been used for public transit service, meets required regulatory safety certifications, and contains components that have been successfully integrated.
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Appendix B: Appendix B (SOQ Template) Revised Sections Comparison

**APPENDIX B
SOQ TEMPLATE**

INSTRUCTIONS:

The Respondent must use this SOQ Template and SOQ Forms included in this Appendix B in lieu of creating a bespoke SOQ. The Respondent must include with its SOQ the completed SOQ Forms and required documents. We have provided the SOQ Template and SOQ Forms to Respondents as Microsoft Word® format editable files. Respondents are permitted to add lines or rows to tables in the SOQ Forms where this is indicated but must make no other material change to the SOQ Template or SOQ Forms. [Except as outlined in the table below](#), ~~We~~we have not included page limits in the SOQ Template, but in determining the length of its responses to questions, the Respondent should be mindful of the length of its response to the question asked and should not materially exceed the amount of space allocated for its responses in the SOQ Template.

For purposes of SOQ presentation, the Respondent should separate each section of the SOQ by using a numbered tab, as shown in the table below.

* * *

SOQ Format		
•	SOQ Binding	All SOQ documents must be printed double-sided (except SOQ cover page) using 100% recycled copy paper. The Respondent must bind each SOQ copy using spiral (plastic or coil) binding. Do not use clear plastic covers. The Respondent may use card stock for SOQ backing.
•	Number of SOQ copies	12, including one original copy of SOQ.
•	Number of electronic copies	One Compact Disk (CD) of SOQ.
•	Original Copy of SOQ	One – with original signatures. The original copy of the SOQ should be clearly marked on the cover page, in red ink, “ORIGINAL COPY.” With respect to Form B and Form C, a copy of a parent company signature is acceptable in place of its original signature.
•	Respondent Financial Data Format	The Respondent is only required to provide the financial information listed in Section 8 (Respondent Financial Data) in the original hard copy and electronic copy versions of the SOQ.
•	Font	The font style and size of the SOQ must be Univers, size 10.
•	Organizational Chart Size	Respondents may submit 11x17 sized organizational charts.

• —	Additional Materials	Respondents may append additional supporting material to the very end of their SOQs under a separate tab, subject to a maximum of ten pages. Such additional materials must not include any marketing materials or brochures.
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FORM C

PROJECT GUARANTOR CERTIFICATE OF AUTHORIZATION

CERTIFICATE OF AUTHORIZATION

I, _____, a resident of _____ in the State of _____ do hereby certify that I am the Clerk/Secretary of _____, a _____ duly organized and existing under and by virtue of the laws of the State of _____; that I have custody of the records of the corporation; and that as of the date of this certification, _____ holds the title of _____ of the company, and is authorized to execute and deliver in the name and on behalf of the company the Project Guarantor Acknowledgment submitted by the company as part of _____ (the "Respondent") response to the Request for Qualifications for the AIRTRAIN NEWARK REPLACEMENT PROJECT issued by The Port Authority of New York & New Jersey on [●], 2020, as amended; and all documents, letters, certificates and other instruments which have been executed by such officer on behalf of the company in connection therewith.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of the company this _____ date of _____, 2020.

{AFFIX SEAL HERE}

Clerk/Secretary

*Note: Separate certifications must be submitted if more than one corporate officer has executed the Project Guarantor Acknowledgment as part of the SOQ. [Respondents may make appropriate conforming modifications to the Certificate in the event that the guarantor is not a US company. Such modifications may include attaching certificates of incumbency and/or corporate resolutions to Form C.](#) ~~Respondents must make appropriate conforming modifications to this Certificate in the event the signatory's address is outside of the United States.~~

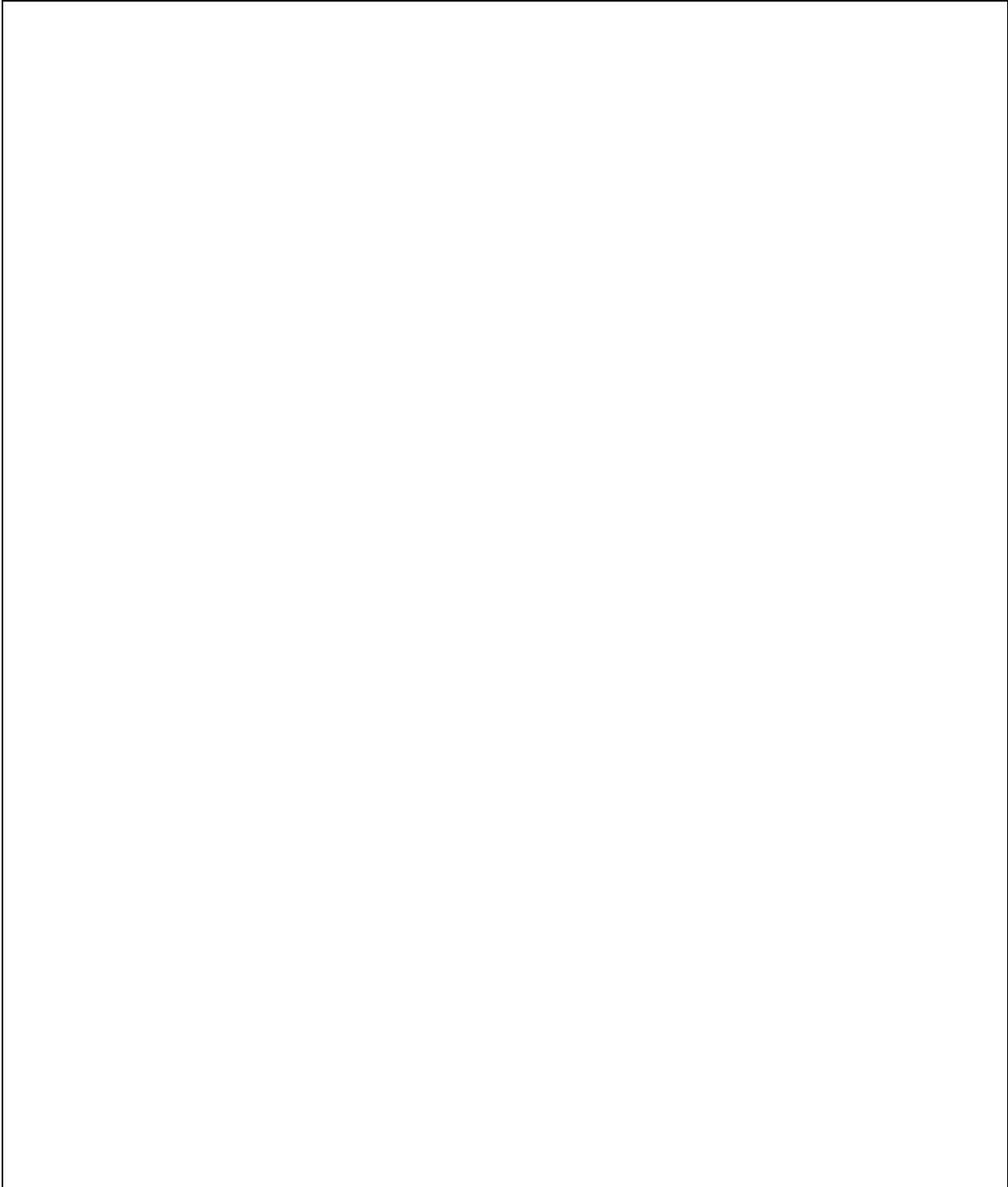
2.2 Lead Interface Designer Experience

The Lead Interface Designer must provide its engineering and design experience for the development and implementation on a minimum of three key relevant projects worked on in the past ~~40~~15 years (with a focus on Similar Projects and projects substantially involved in over the past 5 years) using Form D (*Key Members and Named Subcontractors – Project Experience*).

Please note any unique challenges, outcomes, or lessons learned on these projects that the Respondent believes is relevant to the performance of the design Work for the Project.

Please include below any information which may be relevant to the Port Authority's evaluation of the Lead Interface Designer's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Item 1 of Section 6.3 (*Comparative Evaluation Criteria*) of the RFQ.

[Please provide narrative required above here]



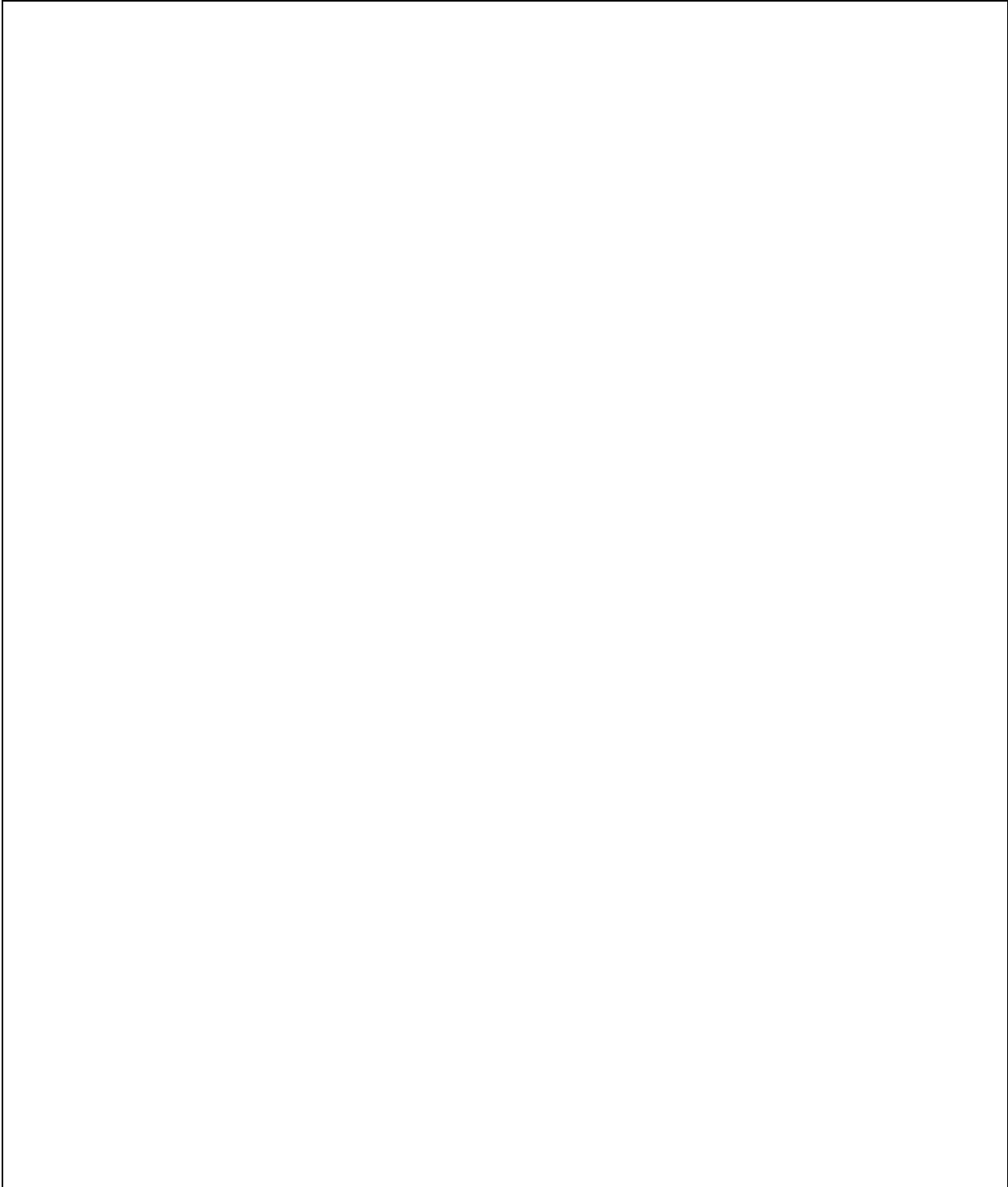
2.4 Lead Infrastructure Designer Experience

The Lead Infrastructure Designer must provide its engineering and design experience for the development and implementation on a minimum of three key relevant projects worked on in the past ~~10~~-15 years (with a focus on Similar Projects and projects substantially involved in over the past 5 years) using Form D (*Key Members and Named Subcontractors – Project Experience*).

Please note any unique challenges, outcomes, or lessons learned on these projects that the Respondent believes is relevant to the performance of the design Work for the Project.

Please include below any information which may be relevant to the Port Authority's evaluation of the Lead Infrastructure Designer's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Item 1 of Section 6.3 (*Comparative Evaluation Criteria*) of the RFQ.

[Please provide narrative required above here]



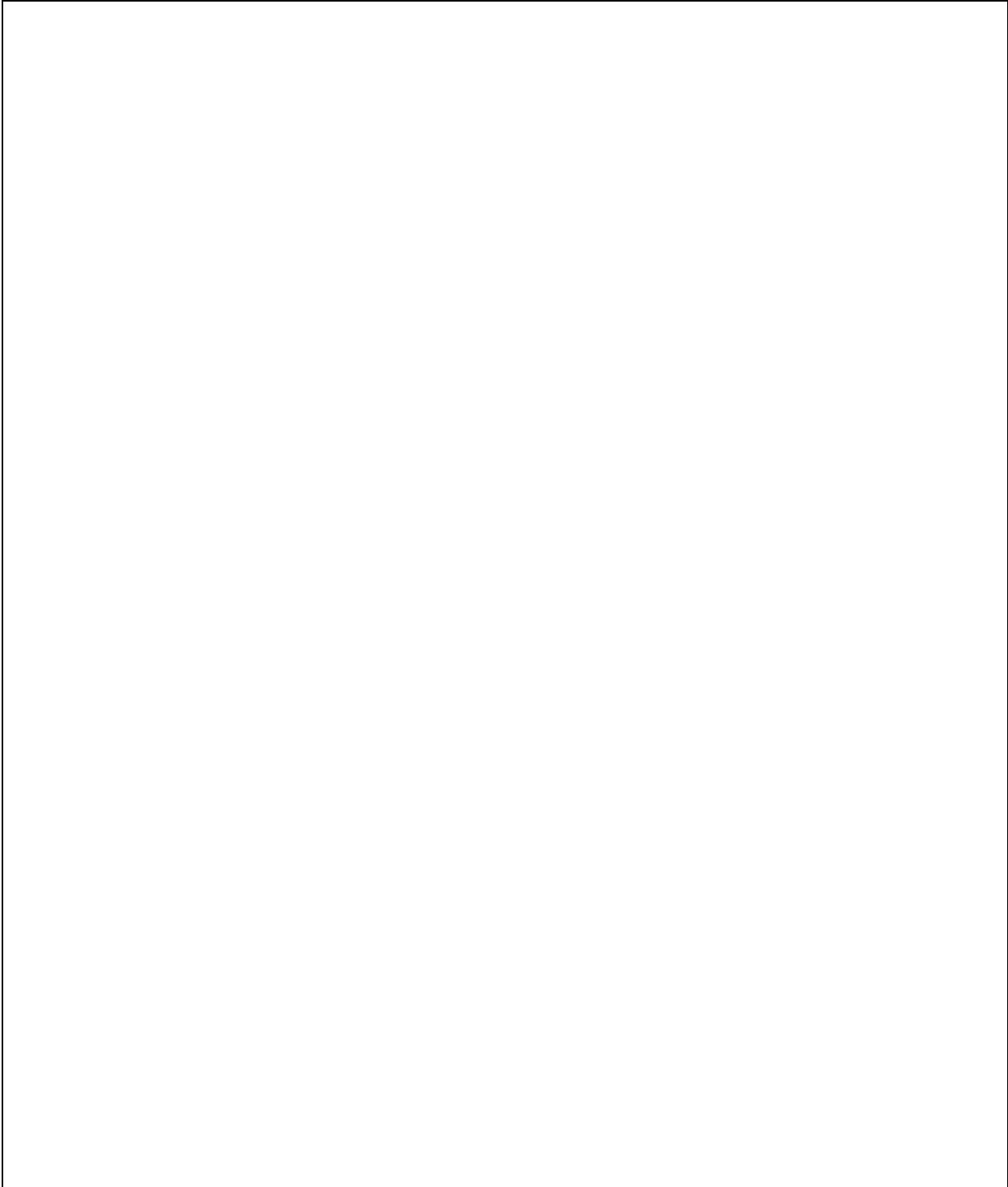
2.6 Lead System Designer Experience

The Lead System Designer must provide its engineering and design experience for the development and implementation on a minimum of three key relevant projects worked on in the past ~~10~~15 years (with a focus on Similar Projects and projects substantially involved in over the past 5 years) using Form D (*Key Members and Named Subcontractors – Project Experience*).

Please note any unique challenges, outcomes, or lessons learned on these projects that the Respondent believes is relevant to the performance of the design Work for the Project.

Please include below any information which may be relevant to the Port Authority's evaluation of the Lead System Designer's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Item 1 of Section 6.3 (*Comparative Evaluation Criteria*) of the RFQ.

[Please provide narrative required above here]



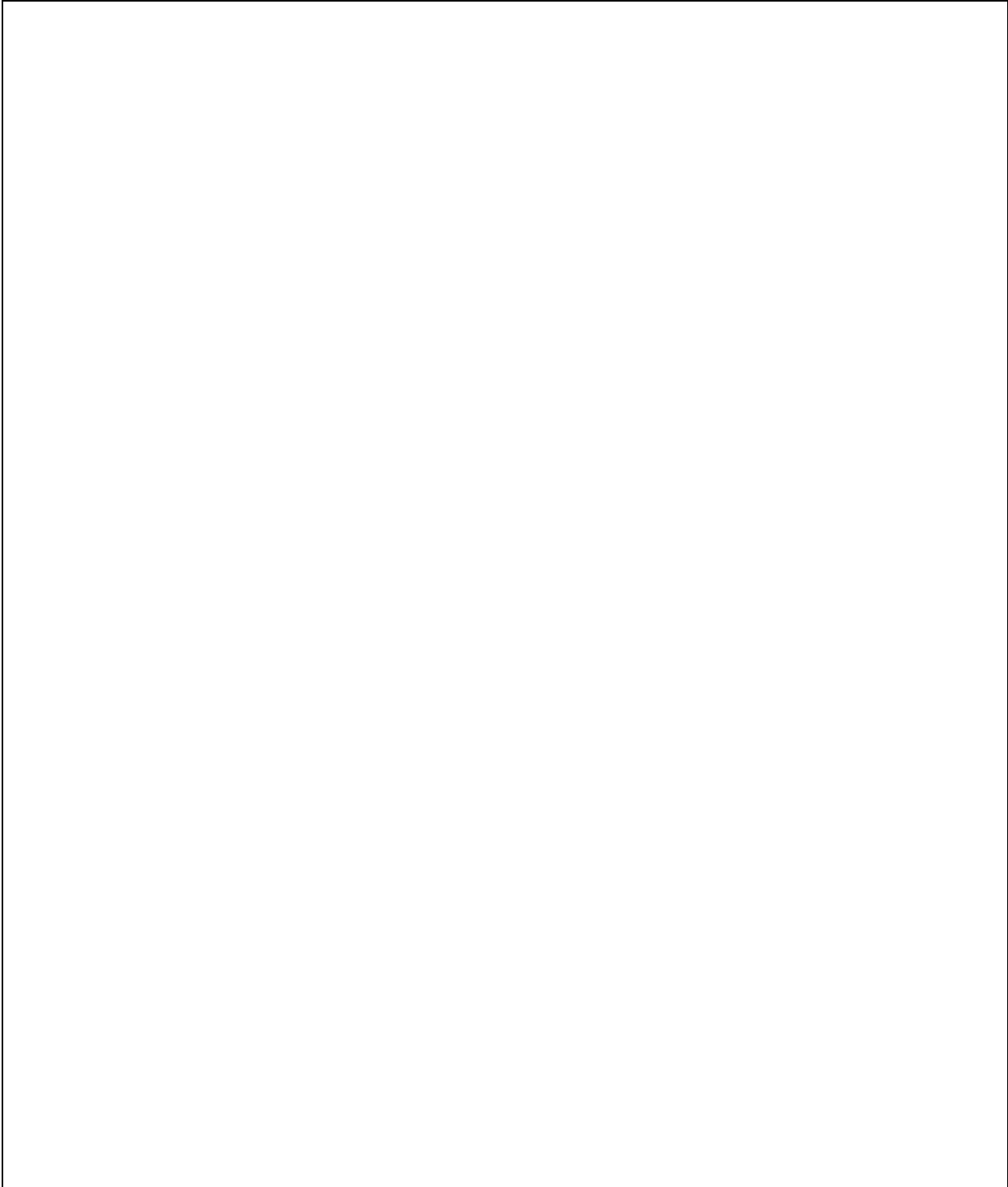
2.8 Lead Civil/Infrastructure Contractor Experience

The Lead Civil/Infrastructure Contractor must provide its experience with construction management, construction and maintaining quality control of construction on a minimum of three key relevant projects worked on in the past ~~10~~ 15 years (with a focus on Similar Projects and projects substantially involved in over the past 5 years). Of these projects, at least two Similar Projects must have been completed or commenced within in the last five years, as identified using Form D (*Key Members and Named Subcontractors – Project Experience*).

Please note any unique challenges, outcomes, or lessons learned on these projects that the Respondent believes is relevant to the performance of the construction work for the Project.

Please include below any information which may be relevant to the Port Authority's evaluation of the Lead Civil/Infrastructure Contractor's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Item 1 of Section 6.3 (*Comparative Evaluation Criteria*) of the RFQ.

[Please provide narrative required above here]



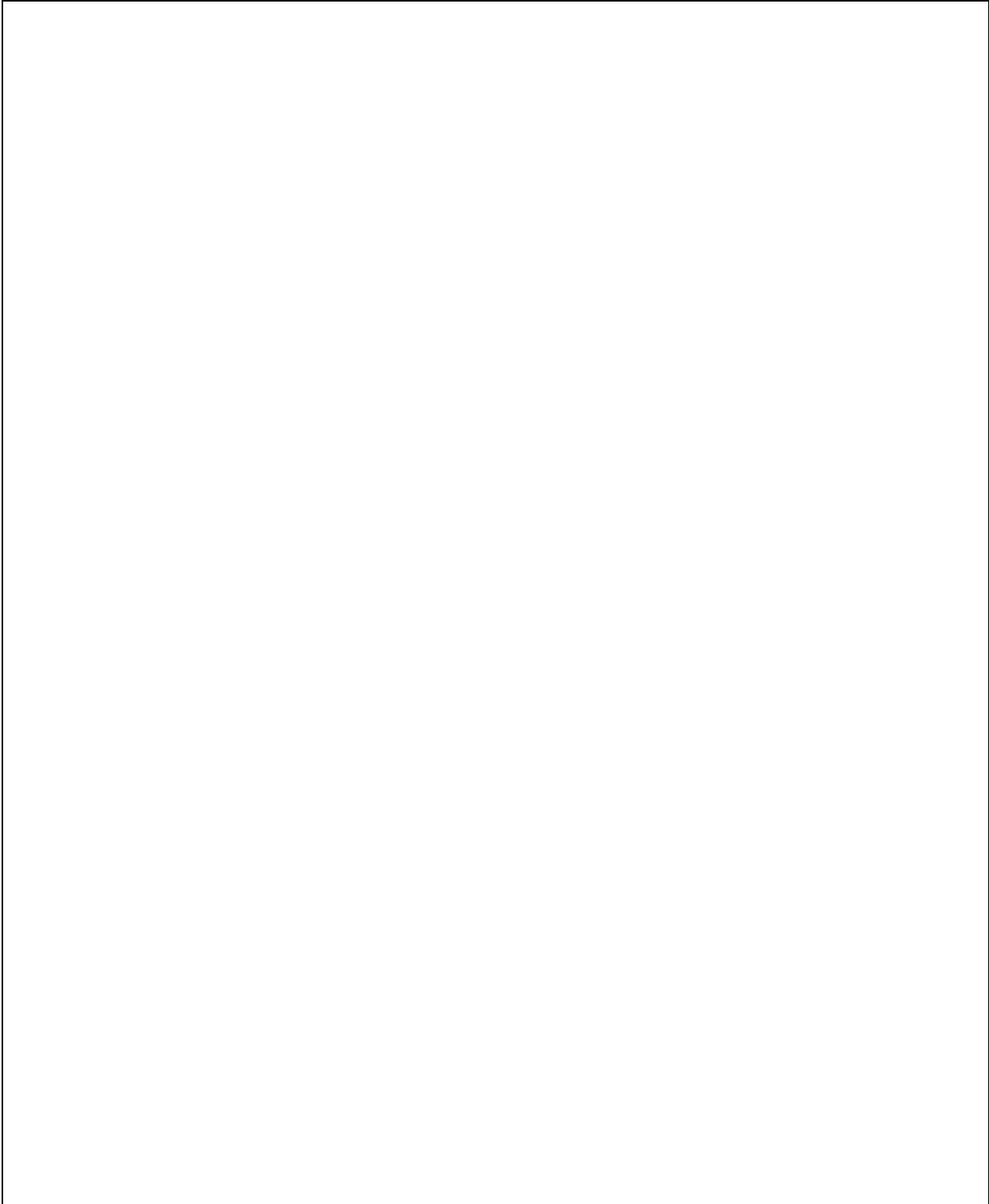
2.10 Lead System Supply Contractor Experience

The Lead System Supply Contractor must provide its experience with system supply, manufacturing, implementation and related construction management, construction and maintaining quality control of system supply and construction on a minimum of three key relevant projects worked on in the past ~~40~~-15 years (with a focus on Similar Projects and projects substantially involved in over the past 5 years). Of these projects, at least two Similar Projects must have been completed or commenced within the last five years, as identified using Form D (*Key Members and Named Subcontractors – Project Experience*).

Please note any unique challenges, outcomes, or lessons learned on these projects that the Respondent believes is relevant to the performance of the construction work for the Project.

Please include below any information which may be relevant to the Port Authority's evaluation of the Lead System Supply Contractor's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Item 1 of Section 6.3 (*Comparative Evaluation Criteria*) of the RFQ.

[Please provide narrative required above here]



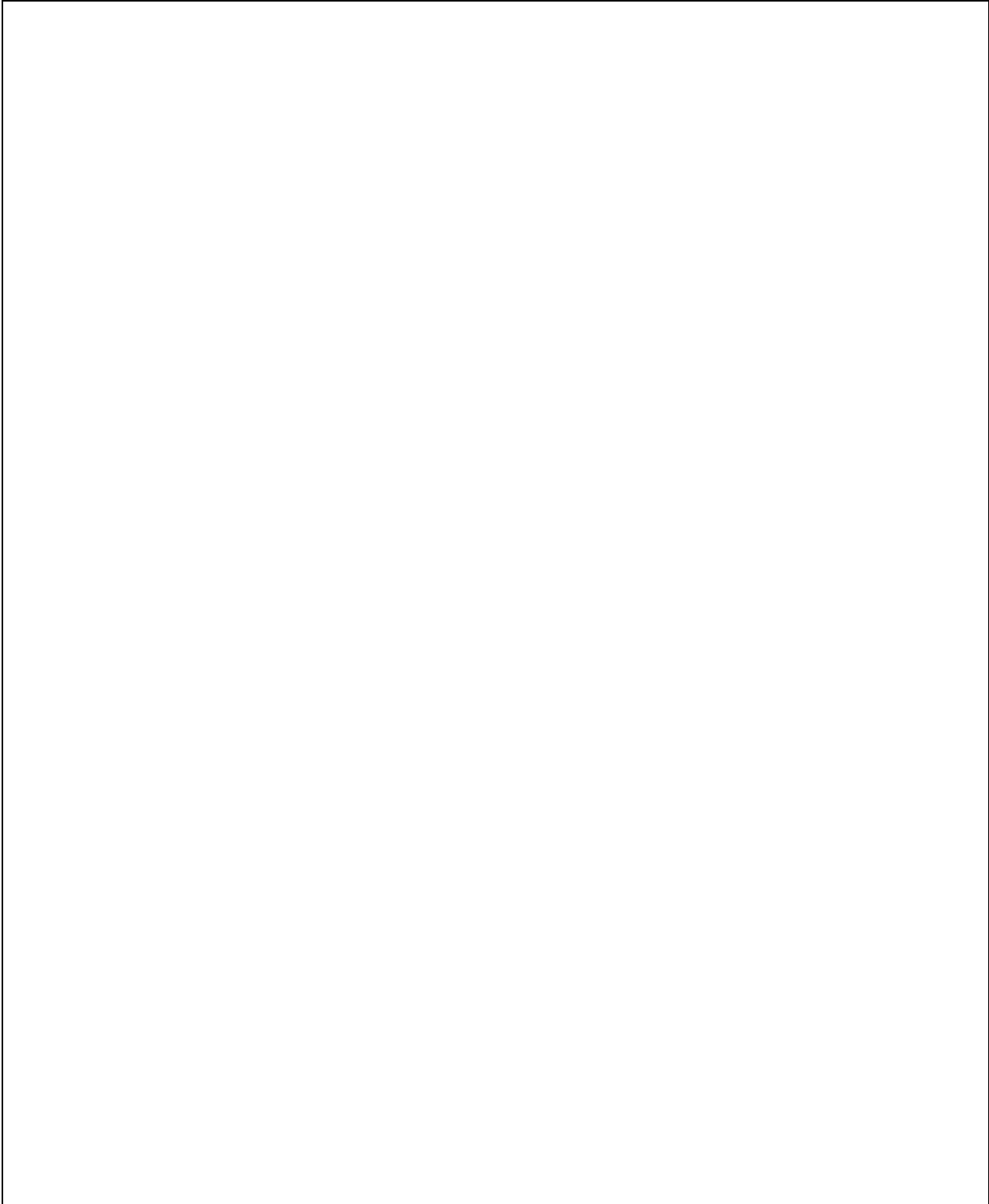
2.12 Lead O&M Contractor Experience

The Lead O&M Contractor must provide its experience with best-in-class operations and maintenance management, customer-focused initiatives, and maintaining quality control of operations and maintenance on a minimum of three key relevant projects worked on in the past ~~10~~ 15 years (with a focus on Similar Projects and projects substantially involved in over the past 5 years). Of these projects, at least two Similar Projects must have been completed or commenced within the last five years, as identified using Form D (*Key Members and Named Subcontractors – Project Experience*).

Please note any unique challenges, outcomes, or lessons learned on these projects that the Respondent believes is relevant to the performance of the construction work for the Project.

Please include below any information which may be relevant to the Port Authority's evaluation of the Lead O&M Contractor's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Item 1 of Section 6.3 (*Comparative Evaluation Criteria*) of the RFQ.

[Please provide narrative required above here]



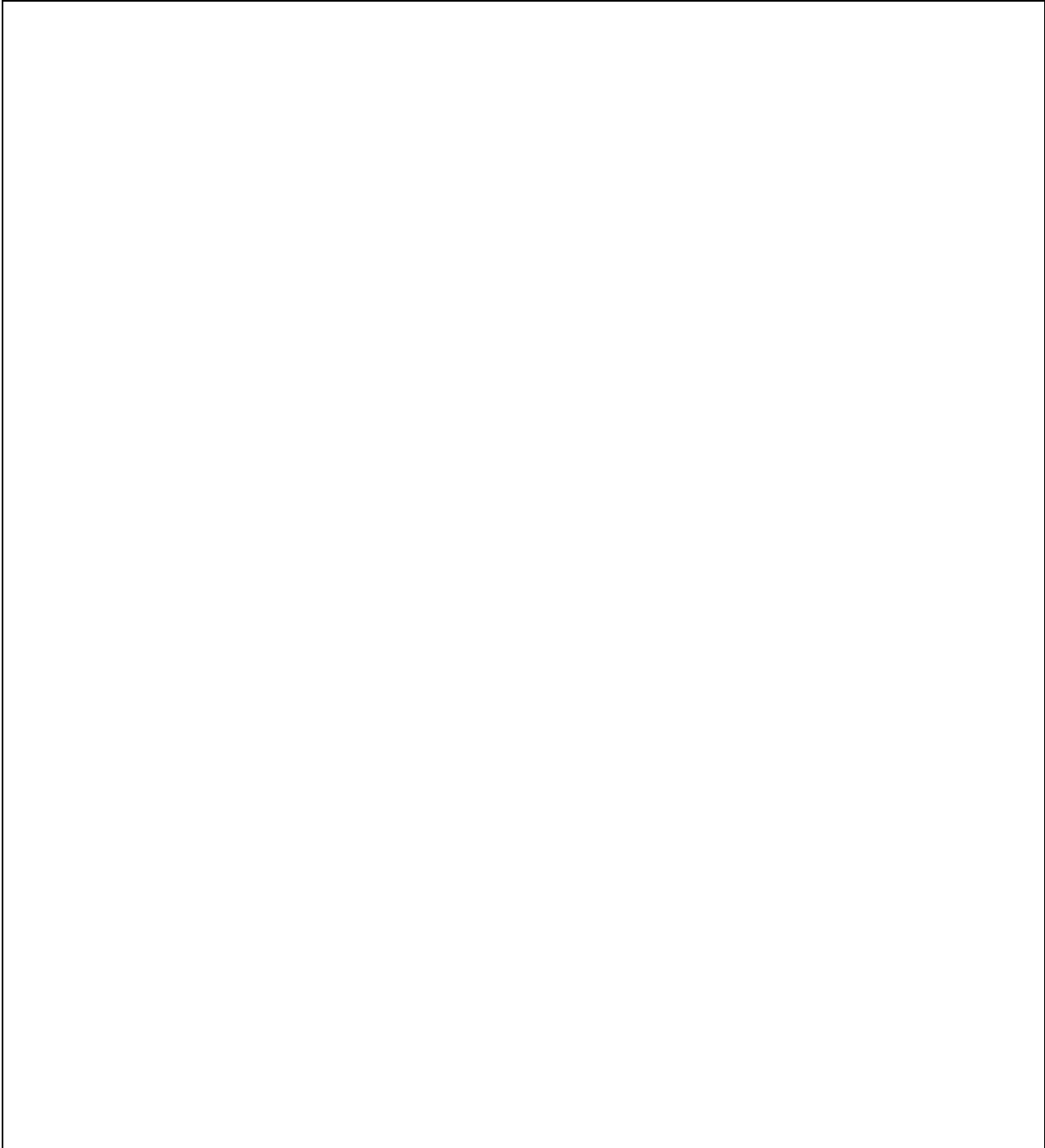
2.16 Named Subcontractors Experience

Each Named Subcontractor to any of the Lead Interface Designer, Lead Infrastructure Designer, Lead System Designer, Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead O&M Contractor and Lead Customer Experience Contractor must provide its experience with respect to its relevant professional discipline on a minimum of three key relevant projects worked on in the past ~~10~~ 15 years (with a focus on Similar Projects and projects substantially involved in over the past 5 years). Of these projects, at least two Similar Projects must have been completed or commenced within the last five years, as identified using Form D (*Key Members and Named Subcontractors – Project Experience*).

Please note any unique challenges, outcomes, or lessons learned on these projects that the Respondent believes is relevant to the performance of the construction work for the Project.

Please include below any information which may be relevant to the Port Authority's evaluation of any Named Subcontractor's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Item 1 of Section 6.3 (*Comparative Evaluation Criteria*) of the RFQ.

[Please provide narrative required above here]

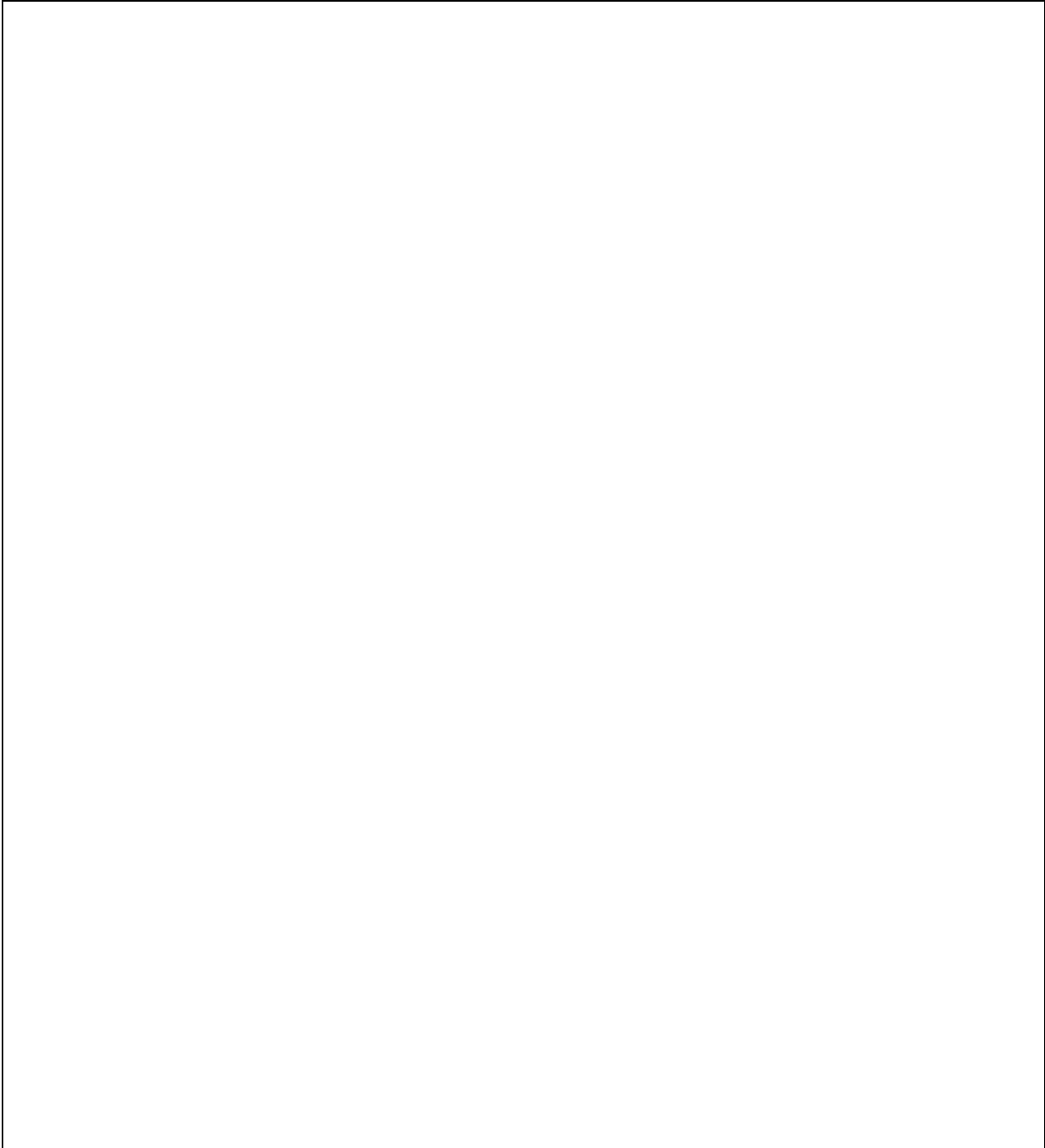


4.3 Project Manager (PM)

The PM will be full-time on the Project through to the end of the operating period for the New AirTrain. This individual will be responsible for the overall Project design and construction, commissioning, and operation and maintenance of the Project through to the expiry of the operating period for the New AirTrain, and must have the necessary ~~licenses (P.E. or licensed architect)~~, expertise and experience required to supervise and exercise a degree of control of the Work (as defined in Section 8 (*Definitions*) of the RFQ). The individual should be capable of answering questions and inquiries relevant to the Project and be available to do so in a timely manner. The PM will be responsible for meeting the Contractor's obligations through to Final Completion under the DBOM Agreement and avoiding and resolving disputes under the DBOM Agreement. This individual will also coordinate any required public outreach and public meetings.

Please provide the name and title of the Project Manager and describe why this individual has been selected to participate on this Project. Please also provide a list in the space provided below of (i) key relevant projects this individual has worked on in the past ~~10-15~~ years, where the individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects this individual has worked on. Please provide a brief description of the project, and the individual's role on the project.

[Please provide narrative required above here]



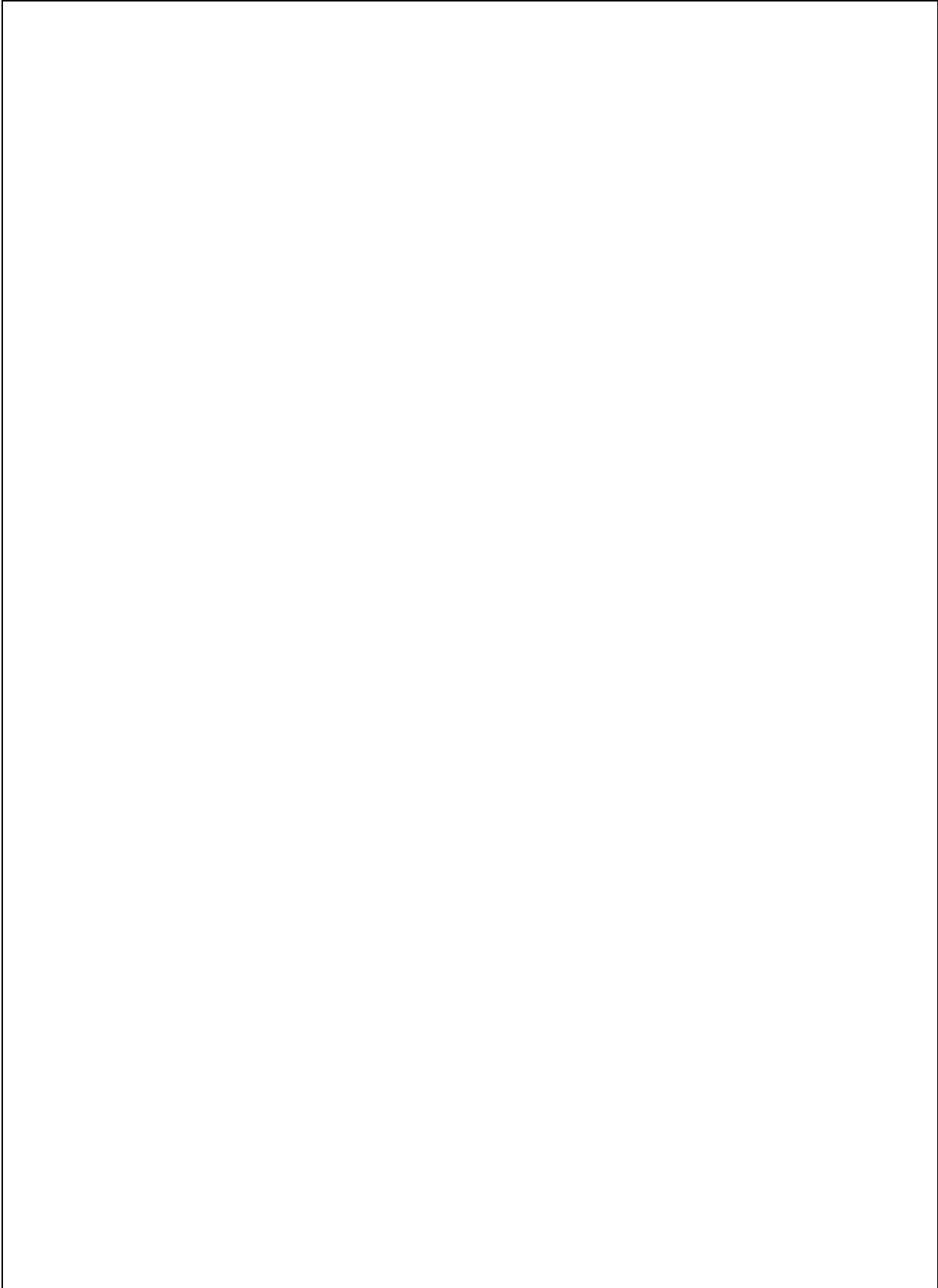
4.4 Lead Civil/Infrastructure Design Manager (LCIDM), Lead Systems Design and Integration Manager (LSDIM), Architect of Record (AOR) and Engineer of Record (EOR)

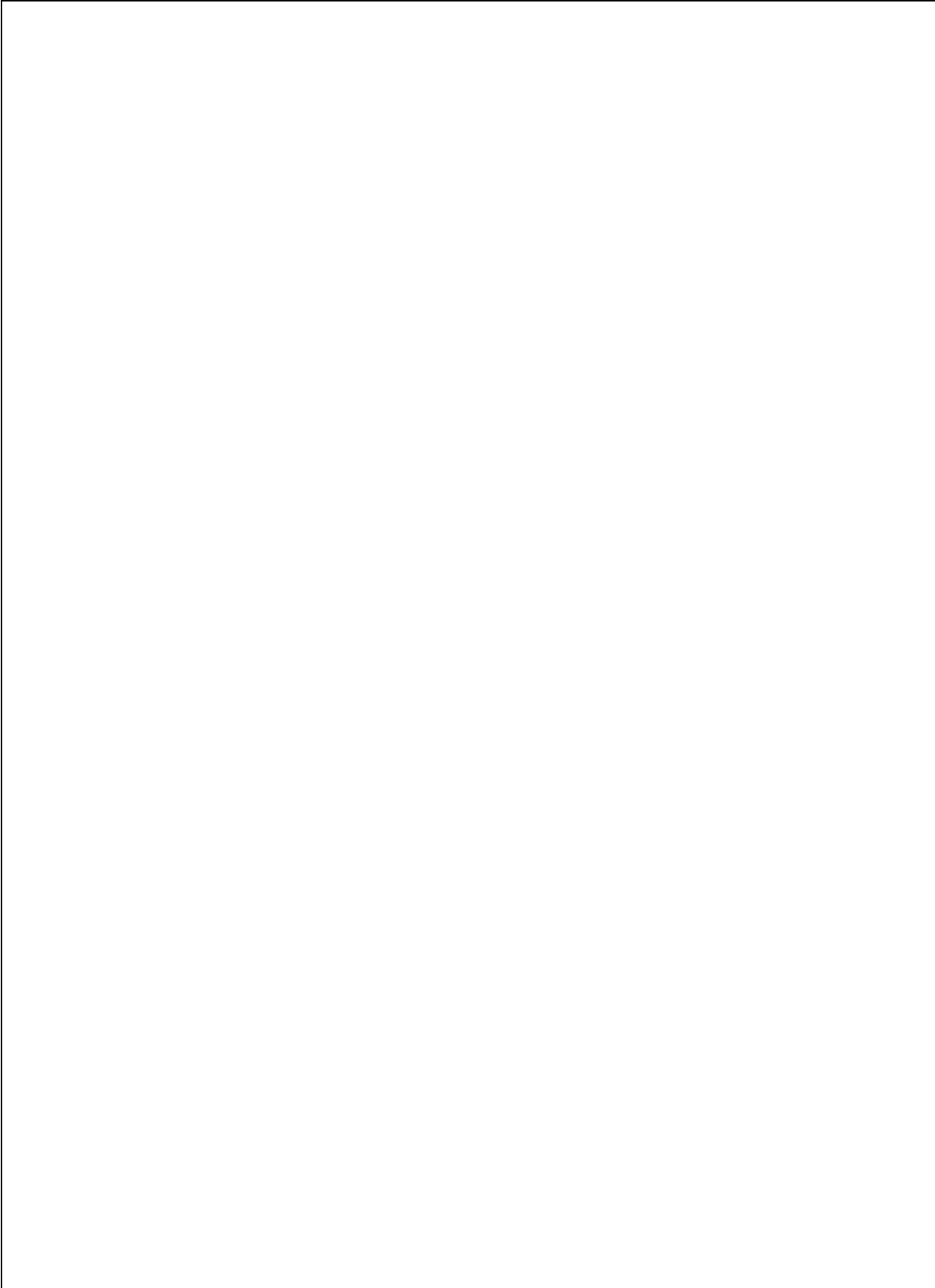
Each of the LCIDM, LSDIM, AOR and EOR will be full-time on the Project through to completion of all responsibilities assigned to this role. The LCIDM, LSDIM, AOR and EOR will be responsible for coordinating the individual design disciplines and ensuring the overall Project design is in conformance with the Contract Documents, applicable law and completed in accordance with Best Management Practice. The AOR and EOR, as applicable, will be responsible for signing and sealing all record drawings for the Project. The LCIDM and LSDIM, as applicable, will be responsible for executing a QA/QC program for all pertinent disciplines involved in the design of the Project, including, review of design, working plans, shop drawings, specifications, constructability, systems design, systems supply, and systems integration for the Project in coordination with the QA/QC MDC. Between the two of them, the LCIDM and LSDIM must develop a design for all design work for the Project. The LCIDM, LSDIM, AOR and EOR must be a registered, licensed, Professional Engineer or Architect in the State of New Jersey, or have said license in another state and is in the process of acquiring accreditation in the State of New Jersey, and have successfully completed Similar Projects within the past five years.

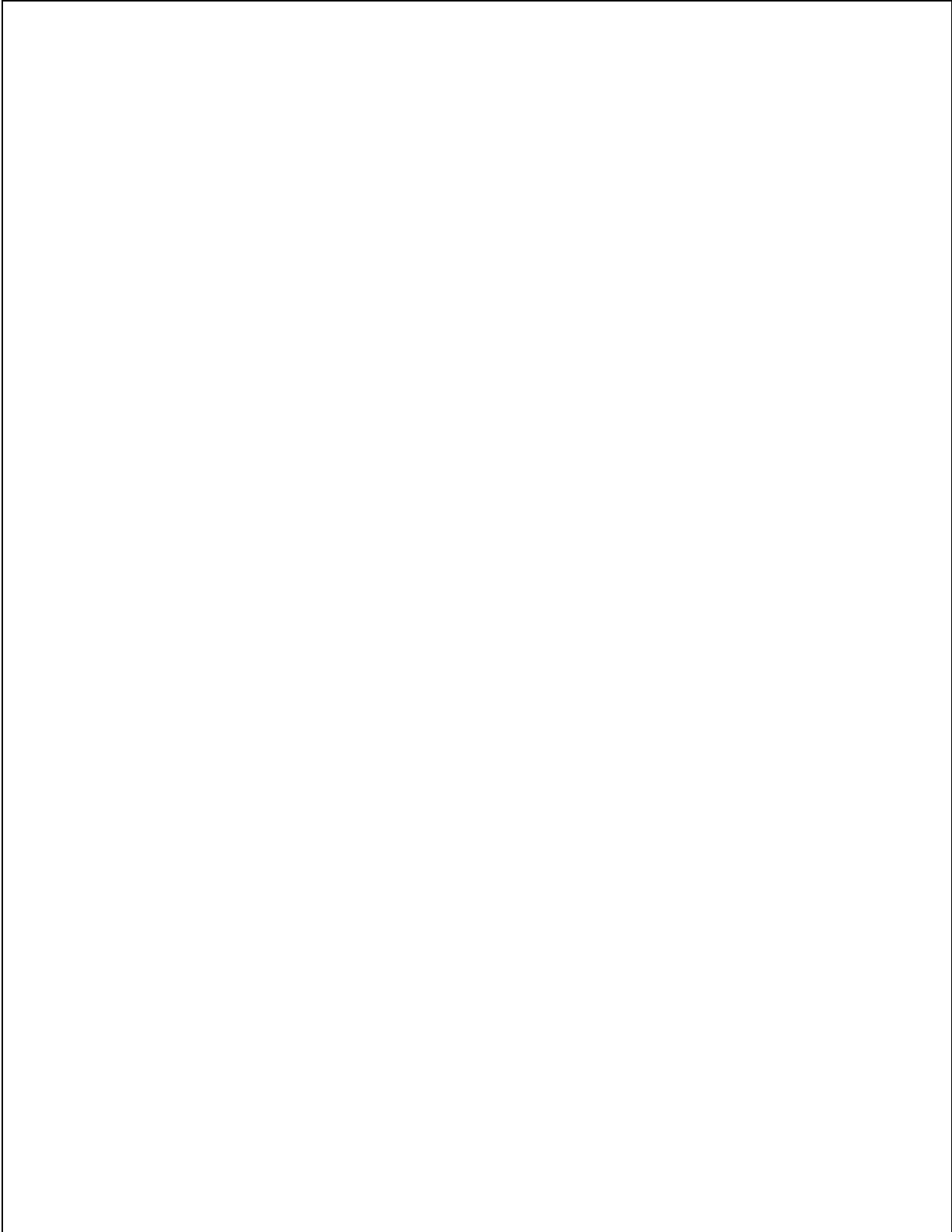
The LCIDM's, LSDIM's, AOR's and EOR's responsibility includes performing the design work and ensuring that all design work for the Project is completed in accordance with the Contract Documents and will meet or exceed the standard of care, skill and diligence as would be provided by an engineer or architect experienced in supplying similar services nationally in the United States of America to entities owning Similar Projects.

Please provide the name and title of each of the LCIDM, LSDIM, AOR and EOR, and describe why each of these individuals have been selected to participate on this Project. Please also provide a list in the space provided below of (i) key relevant projects that each individuals has worked on in the past ~~10~~ 15 years, where such individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects each individual has worked on. Please provide a brief description of the project, and each individual's role on the project.

[Please provide narrative required above here]







4.5 Operational Experience & Readiness Manager (OERM)

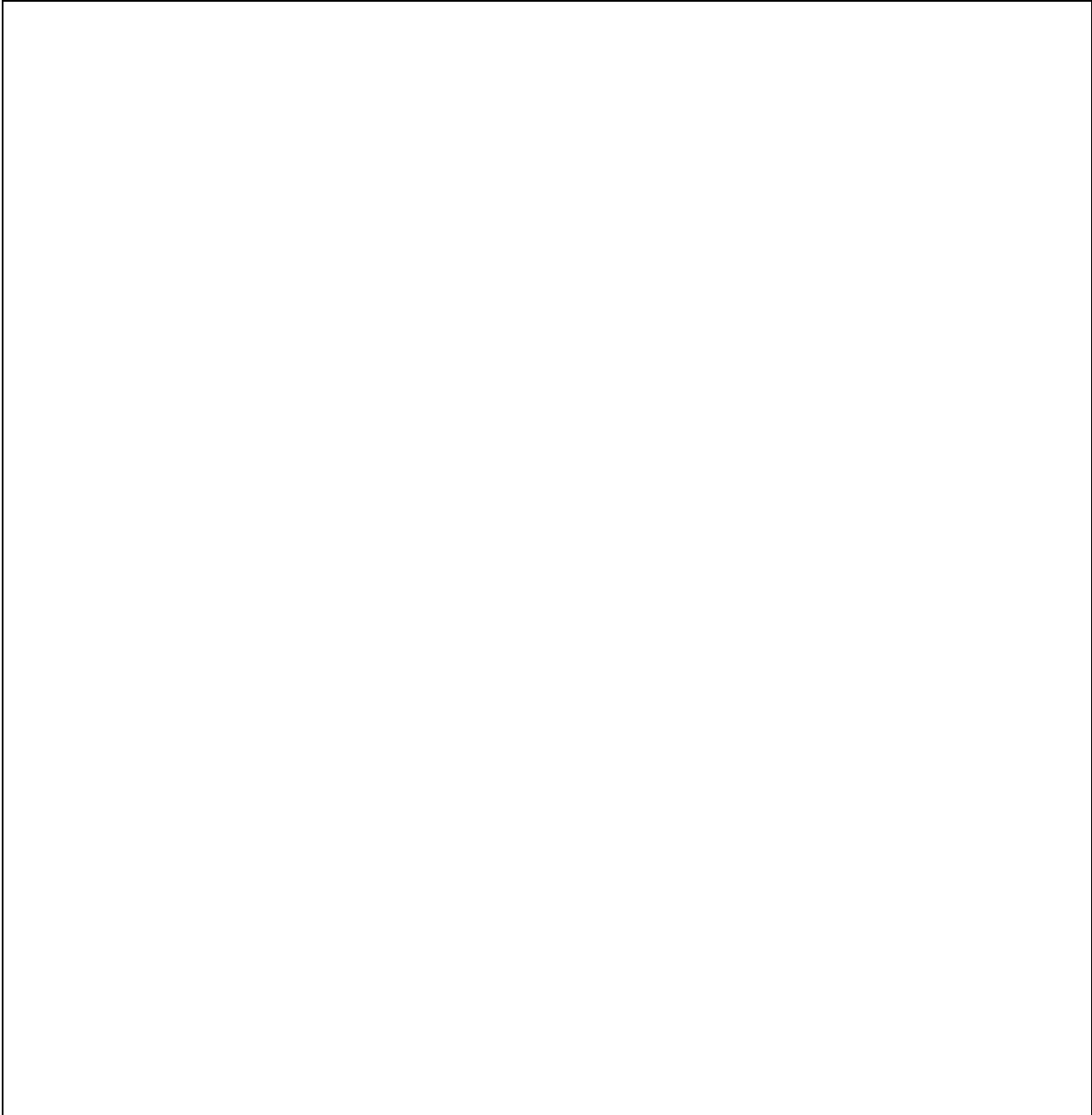
The Contractor must assign a qualified and experienced person as the OERM who will be full-time on the Project from the design phase through to the end of the operating period for the New AirTrain. This individual will be responsible for overseeing and directing the incorporation of operational excellence into the design, implementation and O&M services for the Project. This includes the Customer Experience for the New AirTrain as well as the Existing AirTrain. This individual will also be responsible for coordination with and briefings to Port Authority managers locally at Newark and at the Port Authority's corporate offices in Manhattan on a regular basis.

The OERM will be full time during project design, construction, and through the operation and maintenance period for the New AirTrain, with primary responsibility to develop and implement best-in-class customer service practices to assist the Port Authority in improving Airports Council International Airport Service Quality (ACI-ASQ) scores relative to AirTrain rider journey experiences. This individual must have had previous experience in world class customer service applications in the transportation services.

The OERM is also responsible for planning and designing the necessary infrastructure and protocols, as well as ensuring that the same high level of customer service and conveniences are maintained during irregular operation conditions, system shutdowns or when cutovers between the Existing AirTrain and New AirTrain systems are performed throughout the Project.

Please provide the name and title of the OERM and describe why this individual has been selected to participate on this Project. Please also provide a list in the space provided below of (i) key relevant projects that this individual has worked on in the past ~~10~~ 15 years, where such individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects this individual has worked on. Please provide a brief description of the project, and this individual's role on the project.

[Please provide narrative required above here]

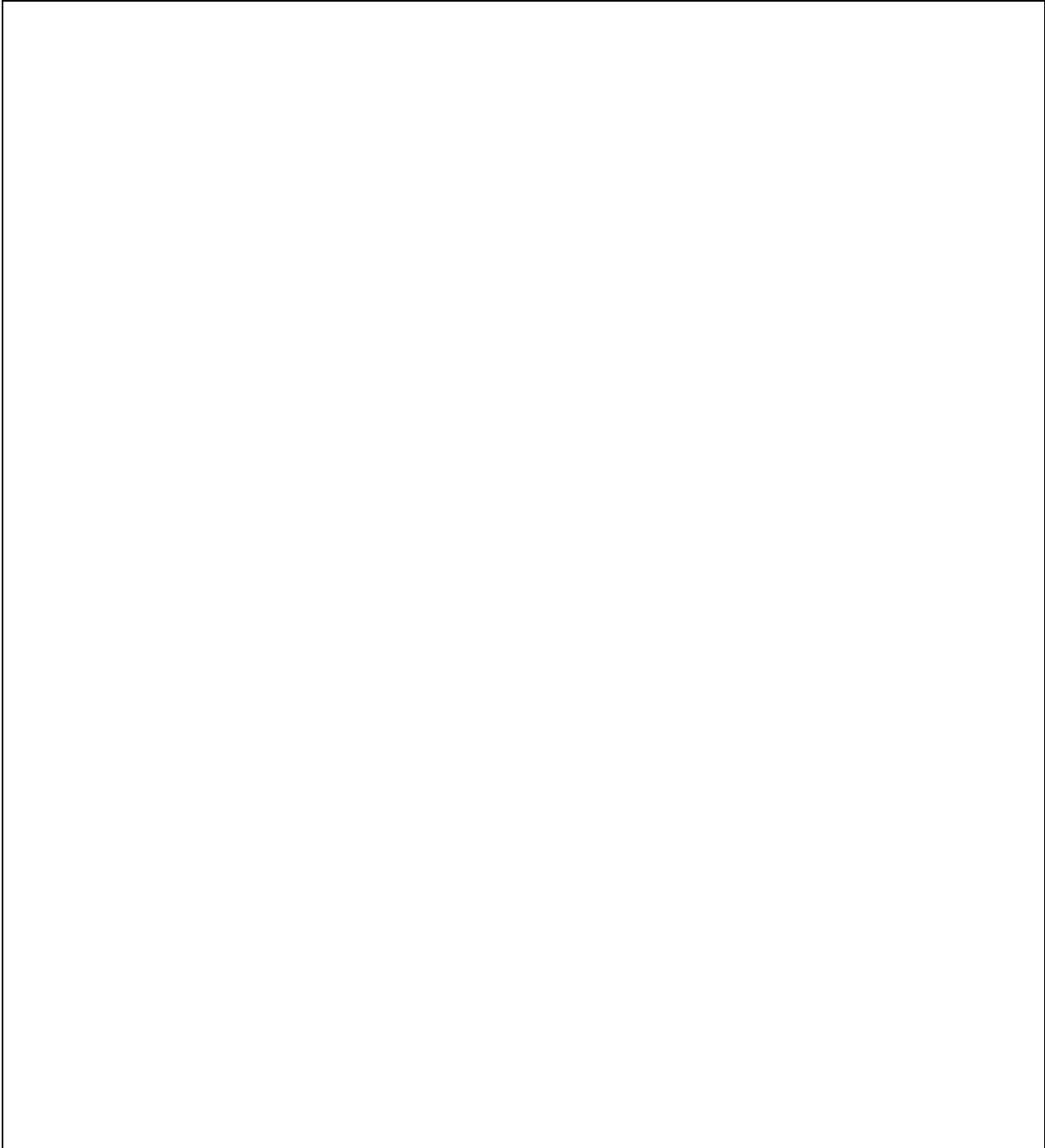


4.6 Lead Interface Manager (LIM)

The LIM will be full-time on the Project through to completion of all responsibilities assigned to this role. The LIM will be responsible to coordinate the design, construction and integration between all parties at all interfaces between systems components and infrastructure elements (ie. Tracks/running surfaces, station doors/platforms, etc.) to ensure a fully functional APM System is delivered for the Project. The LIM's responsibilities will also include all coordination necessary at interfaces between the Project elements (ie. pedestrian connectors/terminals, Existing NEC Rail Link Station/ New NEC Rail Link Station, etc.) and other Port Authority facilities, other projects and those of outside agencies.

Please provide the name and title of the Lead Interface Manager and describe why this individual has been selected to participate on this Project. Please also provide a list in the space provided below of (i) key relevant projects that this individual has worked on in the past ~~10~~-15 years, where such individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects this individual has worked on. Please provide a brief description of the project, and the individual's role on the project.

[Please provide narrative required above here]

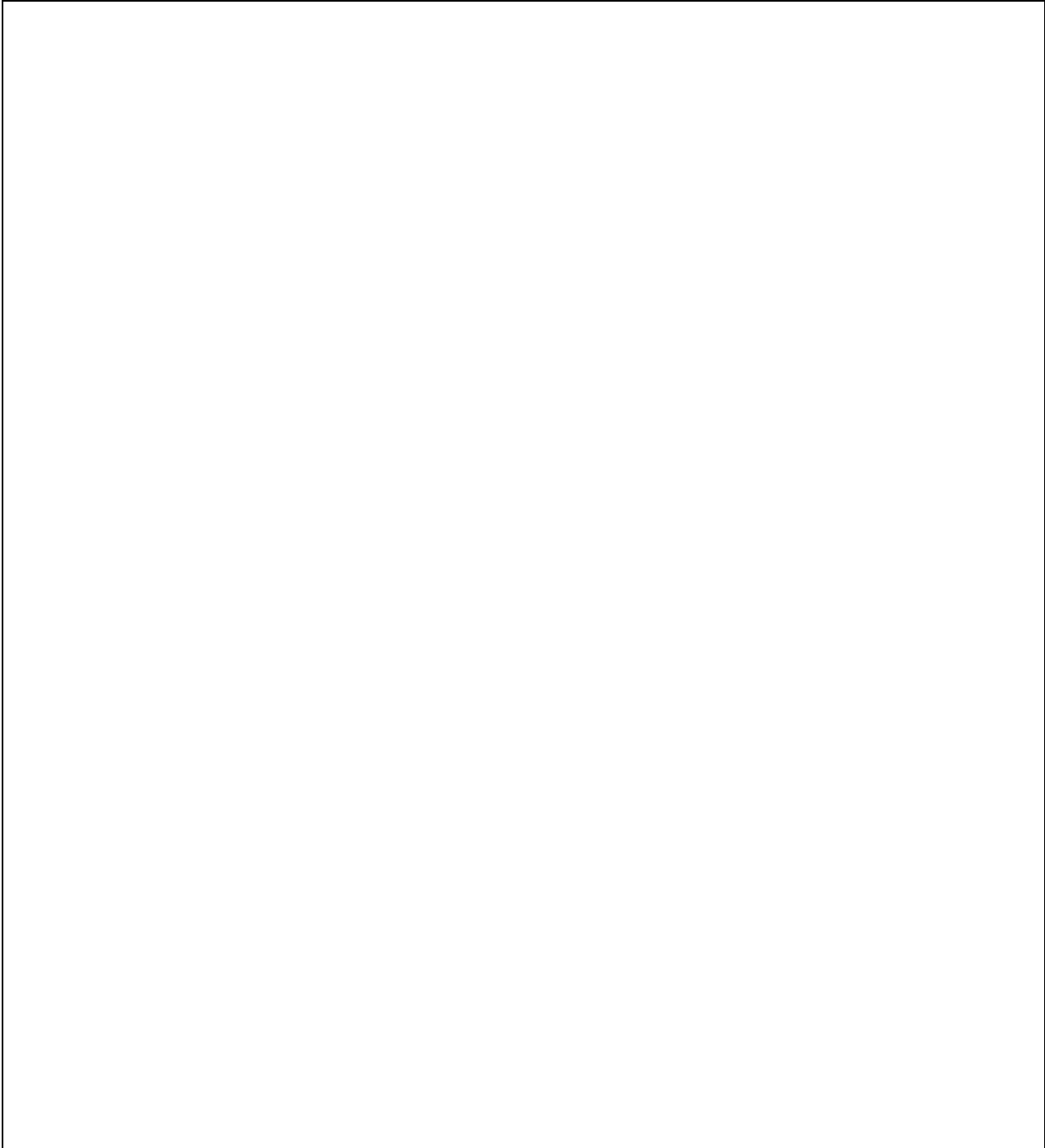


4.7 QA/QC Manager for Design/Construction (QA/QC MDC)

The QA/QC MDC will be full-time on the Project through to completion of all responsibilities assigned to this role. This individual will be responsible for all quality-related matters relevant to the completion of the Work. The QA/QC MDC will have the authority to act in all quality matters on behalf of the Contractor and will have a duty of care to the Port Authority. The QA/QC MDC will not be subordinate to either the Lead Civil/Infrastructure Contractor's or the Lead System Supply Contractor's staff who directly perform, supervise or manages the Work. The QA/QC MDC is responsible to ensure the Architect of Record or Engineer of Record, as applicable, has reviewed and coordinated all design work and must develop a quality assurance/quality control (QA/QC) plan for all Work. It is preferred that this individual has appropriate American Society for Quality (ASQ) certification (e.g. COE, CQA, CMQ/OE) or be ISO-9000 Lead Auditor certified by the ANSI-ASQ National Accreditation Board (ANAB). This individual must have successfully performed a QA/QC manager role on at least two Similar Projects within the past five years.

Please provide the name and title of the QA/QC MDC and describe why this individual has been selected to participate on this Project. Please also provide in the space provided below a list of (i) key relevant projects this individual has worked on in the past ~~10~~ 15 years (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects this individual has worked on. Please provide a brief description of the project, and the individual's role on the project.

[Please provide narrative required above here]

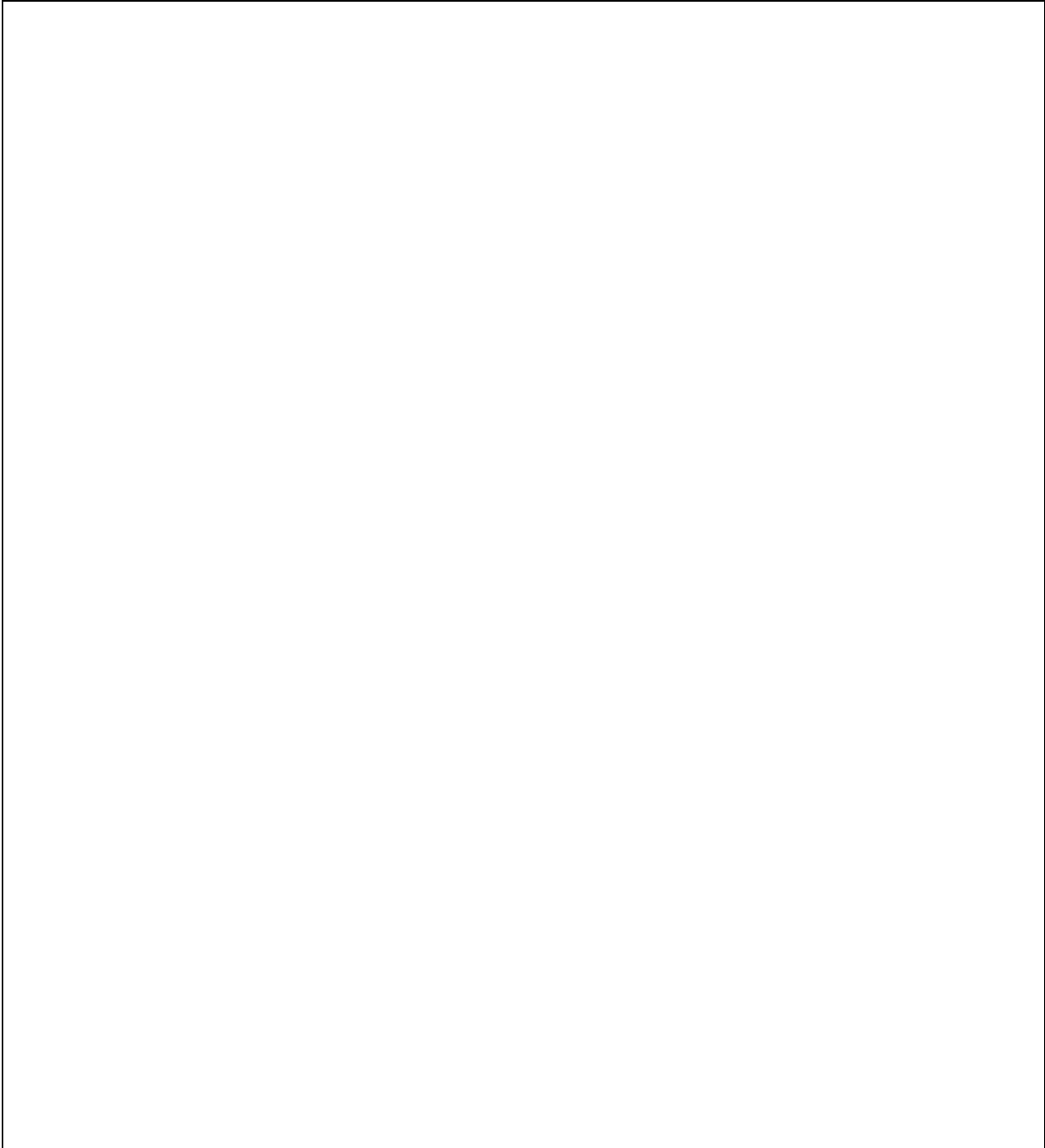


4.8 Testing and Commissioning Manager (TCM)

The TCM will be full-time on the Project through to completion of all responsibilities assigned to this role. This individual will be responsible for testing and commissioning of all systems components of the APM System, as well as integration of all such systems necessary to allow for a fully operating and safety-certified APM System. The TCM's responsibilities include oversight and management of maintaining the hazard identification and resolution process, and the verification and validation process required as part of the safety certification process. This individual must have successfully performed a TCM role on at least two Similar Projects within the past ~~10~~ 15 years.

Please provide the name and title of the Testing and Commissioning Manager and describe why this individual has been selected to participate on this Project. Please also provide a list in the space provided below of (i) key relevant projects that this individual has worked on in the past ~~10~~ 15 years, where such individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects this individual has worked on. Please provide a brief description of the project, and the individual's role on the project.

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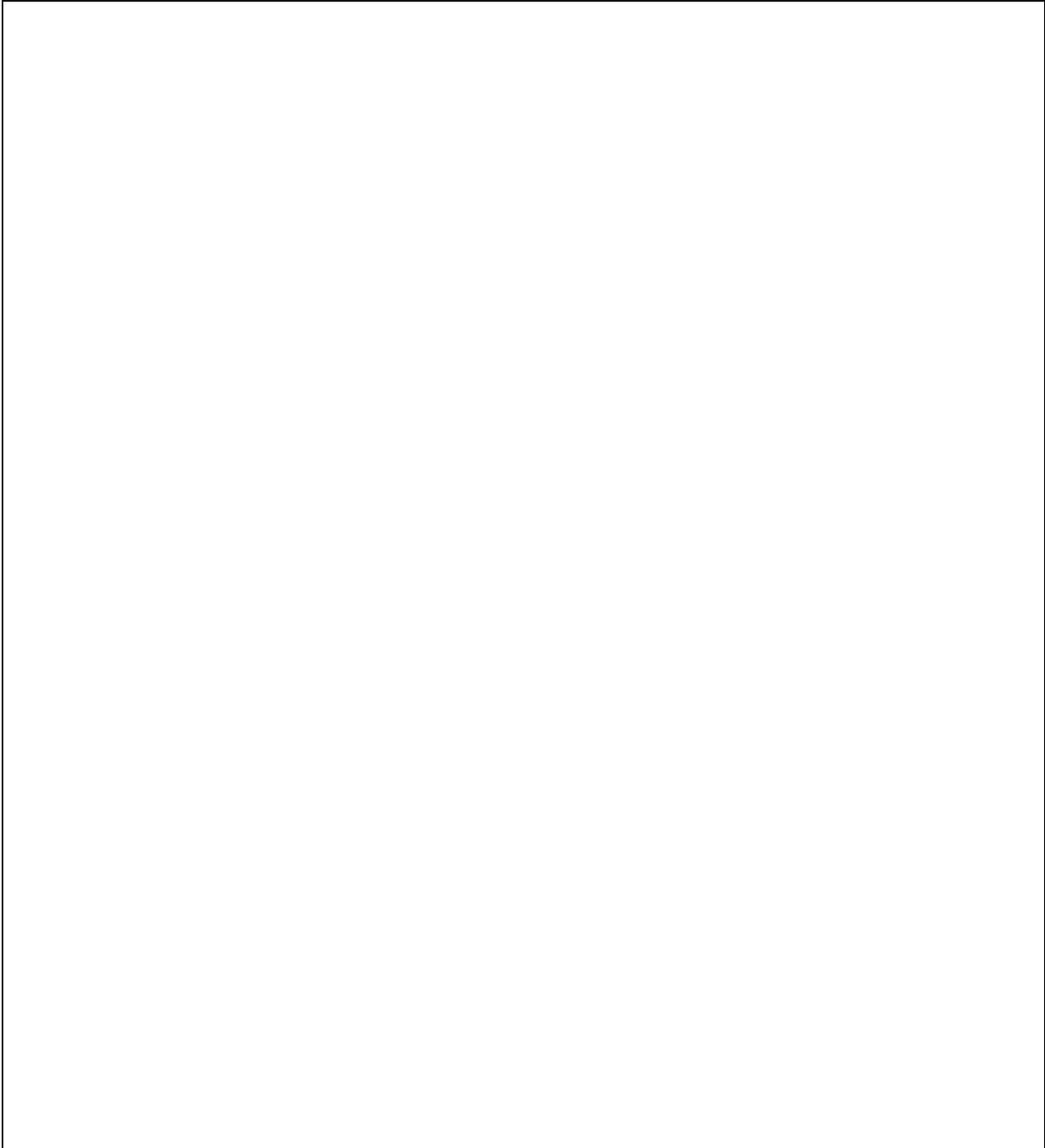


4.9 O&M Site Director (OMSD)

The Contractor must assign qualified and experienced persons as the OMSD, who will all be full-time on the Project through to the end of the operating period for the New AirTrain. This individual will be responsible for overseeing and directing the site coordination O&M services of the Project. This includes the O&M for the New AirTrain as well as the Existing AirTrain, as defined in the DBOM Agreement. This individual will also be responsible for coordination with and briefings to Port Authority facility managers on a regular basis.

Please provide the name and title of the O&M Site Director and describe why this individual has been selected to participate on this Project. Please also provide a list in the space provided below of (i) key relevant projects that this individual has worked on in the past ~~10~~-15 years, where such individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects the individual has worked on. Please provide a brief description of the project, and the individual's role on the project.

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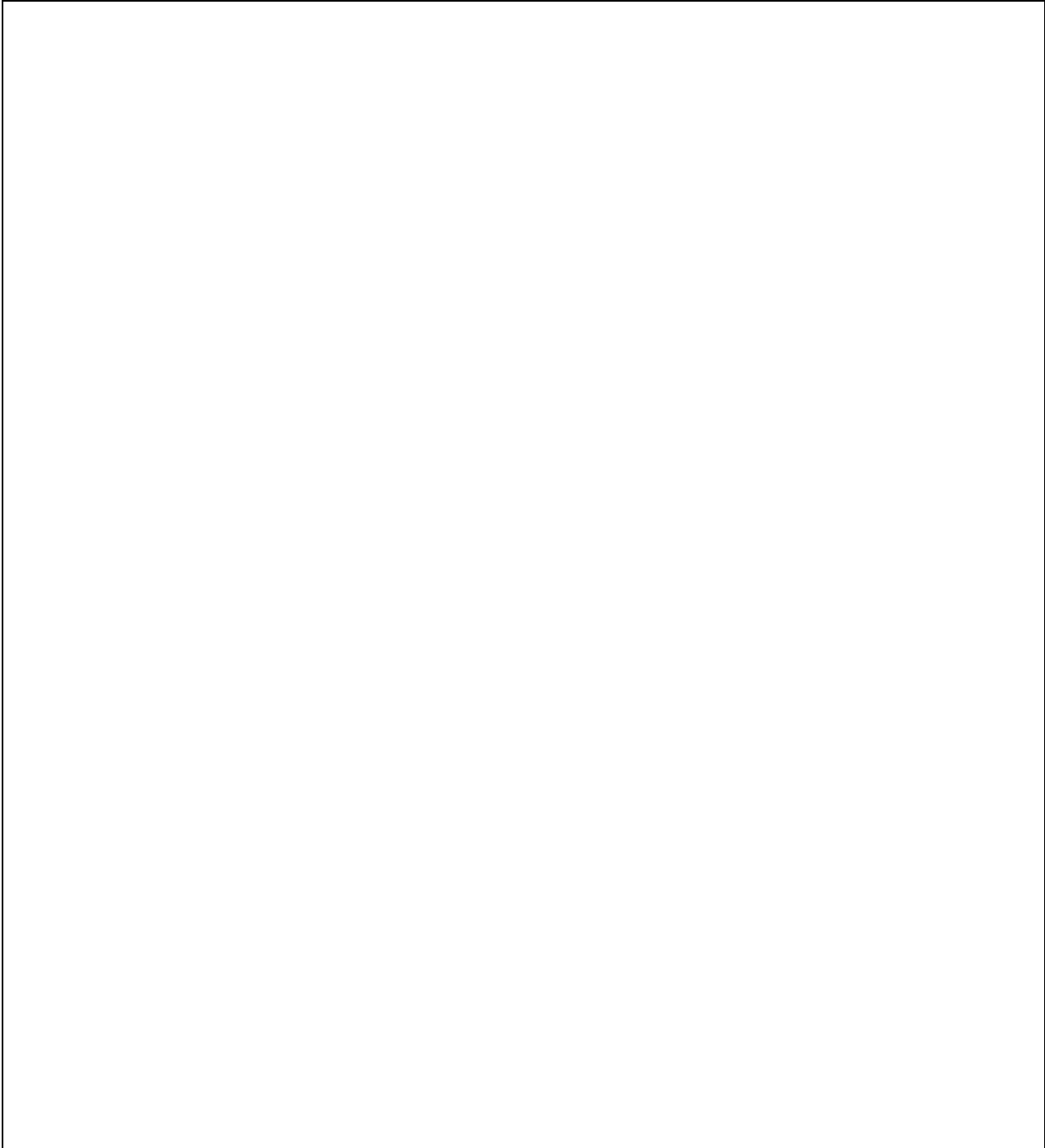


4.10 O&M Maintenance Manager (OMMM)

The Contractor must assign a qualified and experienced person as the OMMM, who will be full-time on the Project through to the end of the operating period for the New AirTrain. This individual will be responsible for overseeing and directing the maintenance portion of the O&M services of the Project. This includes the maintenance for the New AirTrain as well as the Existing AirTrain.

Please provide the name and title of the O&M Maintenance Manager, and describe why this individual has been selected to participate on this Project. Please also provide a list in the space provided below of (i) key relevant projects that the individual has worked on in the past ~~10~~-15 years, where such individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects this individual has worked on. Please provide a brief description of the project, and this individual's role on the project.

[Please provide narrative required above here]

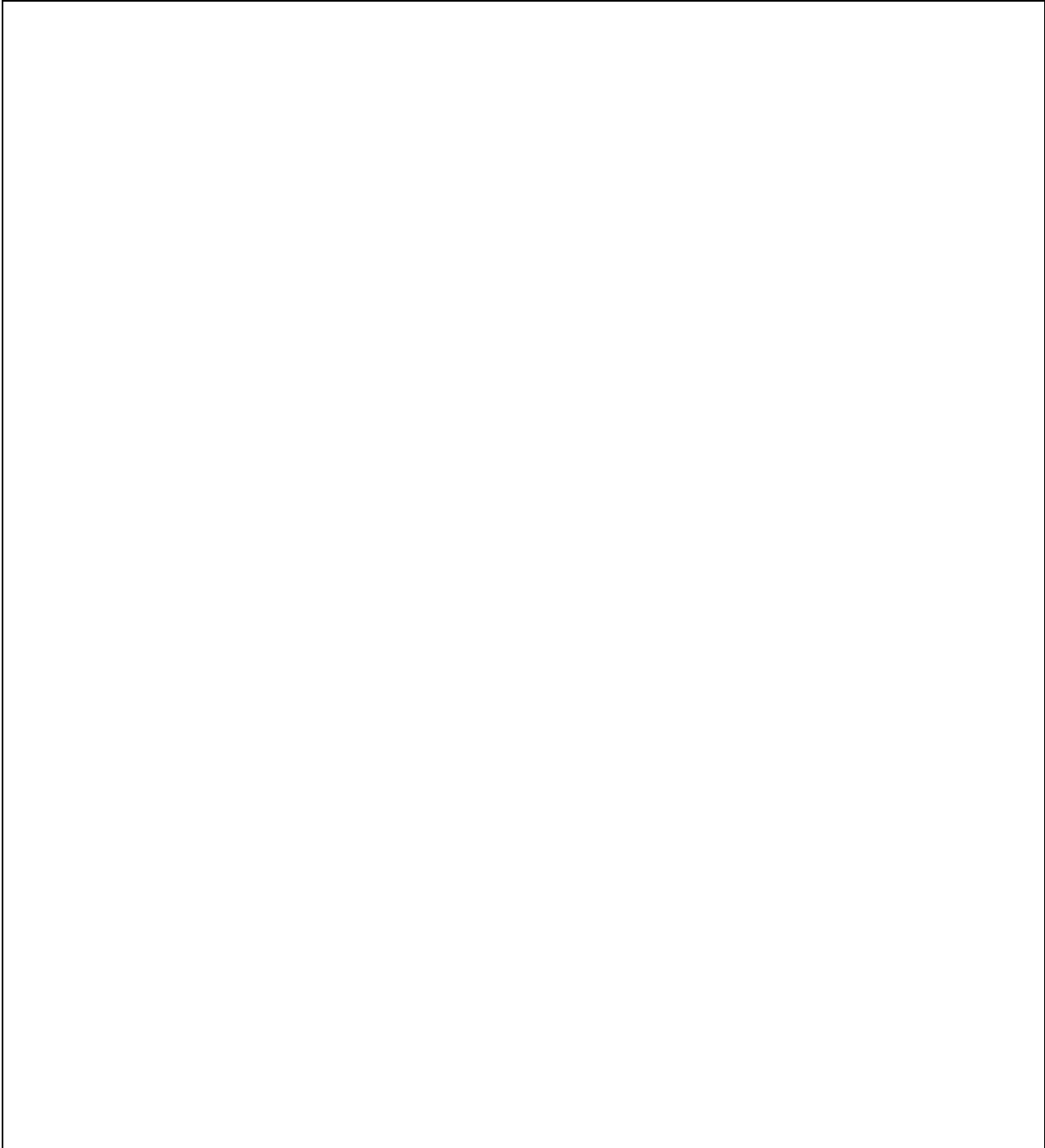


4.11 O&M Operations Manager (OMOM)

The Contractor must assign a qualified and experienced person as the, OMOM, and who will all be full-time on the Project through to the end of the operating period for the New AirTrain. This individual will be responsible for overseeing and directing the operations of the O&M services of the Project. This includes the operations for the New AirTrain as well as the Existing AirTrain.

Please provide the name and title of the O&M Operations Manager and describe why the individual has been selected to participate on this Project. Please also provide a list in the space provided below of (i) key relevant projects that the individual has worked on in the past ~~10~~-15 years, where such individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects this individual has worked on. Please provide a brief description of the project, and this individual's role on the project.

[Please provide narrative required above here]



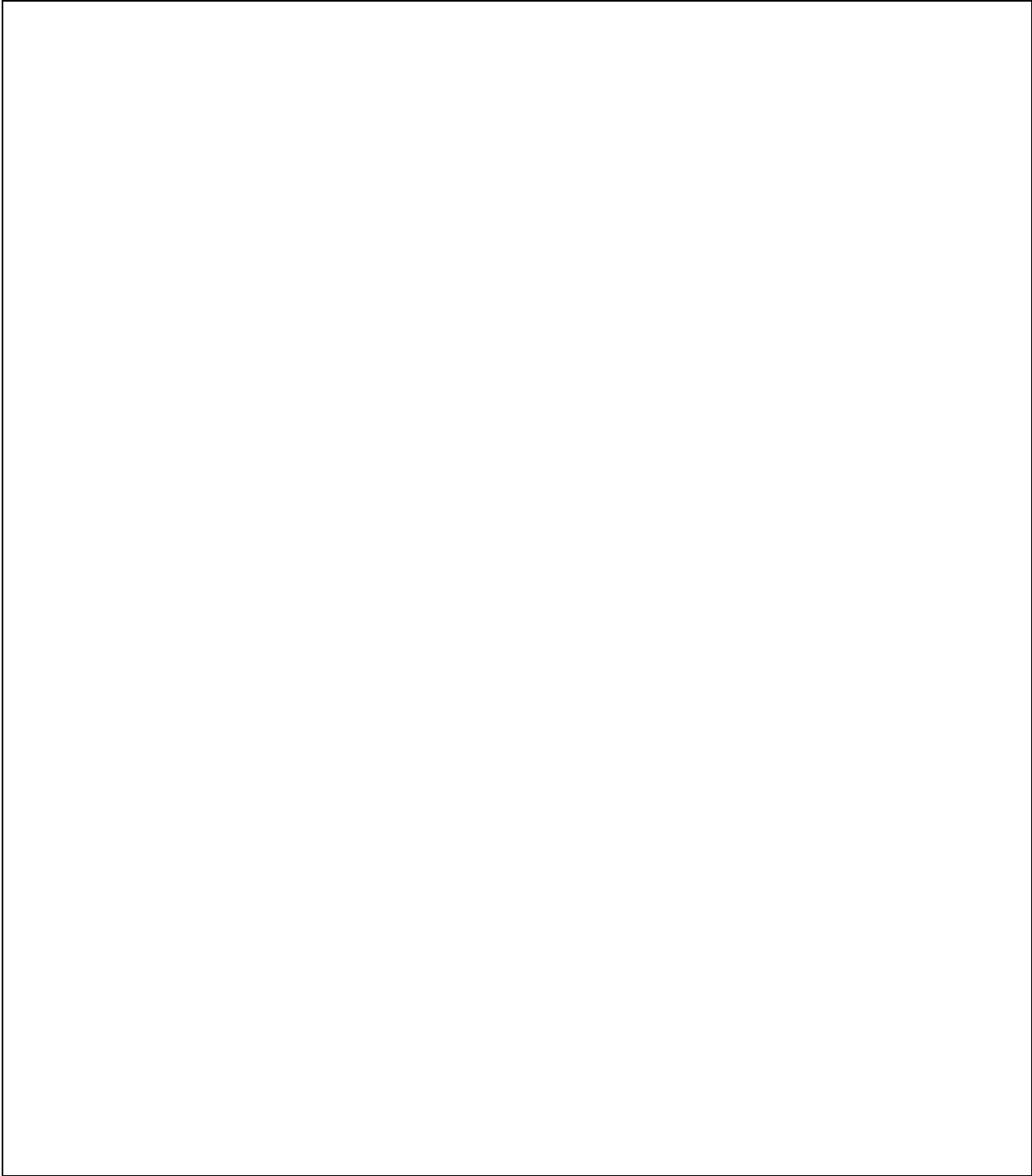
4.12 Additional Key Personnel Identified by the Respondent

The Respondent must include below all other key individuals included in the Respondent's Team for delivery of the Work required for the Project, as required in accordance with the instructions to this Appendix B and Section 5.10(b) of the RFQ. In the event that certain individuals will only be appropriate for the design and construction phase of the Project or the operations and maintenance phase of the Project, or if they will change, please designate this below and on Form G.

Please provide the name and title of each additional Key Personnel, describe why each of these individuals have been selected to participate on this Project, describe how each individual fits into the Respondent Team's structure and how each individual will work in conjunction with each other and the other Key Personnel described in this Section 4.12.

Please also provide a list in the space provided below of (i) key relevant projects that each individual has worked on in the past ~~10~~-15 years, where such individual has performed a similar role to their proposed role on this Project (with a focus on Similar Projects and projects substantially involved in over the past 5 years), and (ii) a list of the last three projects each individual has worked on. Please provide a brief description of the project, and each individual's role on the project.

[Please provide narrative required above here]



FORM H

KEY PERSONNEL AVAILABILITY TABLE

The Respondent must complete one Form H for each Key Personnel. Please describe below the Key Personnel's availability to perform their role for the Project and the extent to which the Key Personnel's current workload or future commitments will (or will not) impact their ability to perform their role or the Respondent Team's ability to deliver the Project.

NAME	ROLE ON THIS PROJECT
Commitment Statement	[Please provide statement here]
DESCRIPTION OF CAPACITY AND CURRENT AND FUTURE COMMITMENTS	
<p><i>[Please provide narrative required above here]</i></p>	