**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 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.

Alternative means of demonstrating proficiency under the established criteria may be acceptable where the information provided provides a similar factual basis upon which to conduct an evaluation of the Respondent. Where a Respondent seeks to do so, and submits any form of an alternative to a required submittal, the Respondent must clearly state the reason for such an omission, such as inapplicability with respect the proposed solution, and offer an alternative response for use in the evaluation under the applicable criteria, as set forth in Section 7 of the RFQ.

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.

|  |  |  |
| --- | --- | --- |
| **Tab** | **Document** | **Instructions** |
| **0** | **SOQ Transmittal Letter****Certificate of Authorization** | The Respondent must include its SOQ Transmittal Letter and completed Certificate of Authorization.Include these documents prior to Section 1 – Tab 1. |
| **1** | **The Respondent** | The Respondent must include under this tab the Respondent’s narrative responses to Section 1 – The Respondent.The Respondent must also include in Section 1 the following completed SOQ Forms and documents:* Form A – Respondent’s Proposed Team;
* Respondent Team Organizational Chart;
* Form B – Project Guarantor Acknowledgment, if applicable; and
* Form C – Project Guarantor Certificate of Authorization, if applicable.
 |
| **2** | **Respondent Team Experience and Past Performance** | The Respondent must include under this tab the Respondent’s narrative responses to Section ‎2 – Respondent Team Experience and Past Performance, including information which may be relevant to the Port Authority's evaluation of the Respondent Team's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Item 1 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ.The Respondent must also include in Section ‎2 the following completed SOQ Forms:* Form D – Key Members and Named Subcontractors – Project Experience, detailing the experience of the team including, but not limited to:
	+ Lead Civil/Infrastructure Contractor
	+ Lead System Supply Contractor
	+ Lead Interface Designer
	+ Lead Infrastructure Designer
	+ Lead System Designer
	+ Lead O&M Contractor
	+ Lead Customer Experience Contractor
	+ Additional Named Subcontractors or sub-suppliers and -designers
* Form E – Selected Project Qualifications, showcasing the Respondent Team's best experience (minimum of 3, up to a maximum of 6)
 |
| **3** | **Respondent Team Approach and Structure** | The Respondent must include under this tab the Respondent's responses to Section ‎3 – Respondent Team Approach and Structure, including narrative responses to the items listed in Section 3 and information about the Respondent Team's proposed approach and structure that may be relevant to the Port Authority's evaluation of the Respondent Team against the "Team Approach and Structure" Comparative Evaluation Criterion set out in Item 2 of Section 7.2 (*Comparative Evaluation Criteria*) of the RFQ.The Respondent must also include in Section ‎3 the following completed SOQ Form:* Form F – Contractor/Firm Capacity Table
 |
| **4** | **Key Personnel** | The Respondent must include under this tab the Respondent’s responses to Section 4 – Key Personnel. This section must include the individuals noted in Section 6.2 of the RFQ as Minimum Key Personnel, as well as other key individuals of the Respondent's Team to deliver the Work required for the Project. 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 on Form G.The Respondent must also include in Section 4 the following completed SOQ Forms:* Form G – Key Personnel Resume and Project Experience
* Form H – Key Personnel Availability Table
 |
| **5** | **State-of-the-Art and Reliable Technology** | The Respondent must include under this tab the Respondent’s response to Section ‎‎5 – State-of-the-Art and Reliable Technology, which must include narrative responses to the items listed in Section 5 and information about the Respondent Team's proposed technology and technical solution that may be relevant to the Port Authority's evaluation of the Respondent Team against the "State-of-the-Art and Reliable Technology" Comparative Evaluation Criterion set out in Item 4 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| **6** | **MBE/WBE/SDVOB Participation** | The Respondent must include under this tab the Respondent's responses to Section 6 – MBE/WBE/SDVOB Participation, which must include narrative responses to the items listed in Section 6 and information about the Respondent's proposed approach to and past performance in encouraging and incorporating MBE/WBE/SDVOB and local business enterprise participation that may be relevant to the Port Authority's evaluation of the Respondent Team against the "MBE/WBE/SDVOB Participation" Comparative Evaluation Criterion set out in Item 5 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| **7** | **Customer Experience** | The Respondent must include under this tab the Respondent’s response to Section ‎‎7 – Customer Experience, which must include narrative responses to the items listed in Section ‎7 and information about the Respondent Team that may be relevant to the Port Authority's evaluation of the Respondent Team against the "Customer Experience" Comparative Evaluation Criterion set out in Item 6 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| **8** | **Innovation to Reduce Construction Disruption and Effects from Design and Construction** | The Respondent must include under this tab the Respondent’s response to Section 8 – Innovation to Reduce Construction Disruption and Effects from Design and Construction, which must include a narrative response to the question asked in Section 8 and information about the Respondent Team that may be relevant to the Port Authority’s evaluation of the Respondent Team against the “Innovation to Reduce Construction Disruption and Effects from Design and Construction” Comparative Evaluation Criterion set out in Item 7 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ.  |
| **9** | **Respondent Financial Data** | The Respondent must include under this tab the Respondent’s responses to Section 9 – Respondent Financial Data.The Respondent must also include the following completed SOQ Forms and documents: * Form I – Respondent Financial Resources Data; and
* Copies of the Respondent’s Financial Statements.
 |
| **10** | **Comments on the Project**  | The Respondent must include under this tab the Respondent’s response to Section 10 – Comments on the Project.  |
| **11** | **Licenses and Certificates** | The Respondent must provide in Section 11 – Licenses and Certificates copies of the licenses and certificates of registration for Key Personnel and those members of the Respondent’s Team leading the design and construction for the Project (Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead Interface Designer, Lead Infrastructure Designer, Lead System Designer, Lead Customer Experience Contractor and any Named Subcontractors or other Subcontractors included in the Respondent Team with design or construction responsibility).  |
| **SOQ Format**  |
| **●** | Electronic Submission | The Respondent must submit its SOQ electronically using an approved web-based electronic file storage platform in accordance with Section 5.7 of the RFQ.  |
| **●** | Original Copy of SOQ | No original signatures or original hard copies of the SOQ will be required or accepted. |
| **●** | Respondent Financial Data Format | The Respondent shall provide the financial information listed in Section 9 (*Respondent Financial Data*) in the electronic copy of the SOQ in accordance with these instructions. The Respondent may mark such materials as Confidential. |
| **●** | Font | The font style and size of the SOQ must be Arial, size 11. |
| **●** | 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. Such additional materials must not include any marketing materials or brochures.  |
| **●** | Copies of Licenses and Certificates | Respondents are only required to provide one copy of each license and certificate listed in Section 11 in the electronic version of Respondent's SOQ.  |

Statement of qualifications

airtrain laguardia project

[Respondent name]

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| **SOQ Forms** The forms listed are provided to Respondents as Microsoft Word® format editable files for use in the SOQ. Proposers are permitted to add lines and rows to tables in the forms where this is indicated in the SOQ Form but must not make any other material change to the content of the as-provided forms. |
| Form A | Respondent’s Proposed Team  |
| Form B | Project Guarantor Acknowledgment |
| Form C | Project Guarantor Certificate of Authorization |
| Form D | Key Members and Named Subcontractors – Project Experience |
| Form E | Selected Project Qualifications |
| Form F | Contractor/Firm Capacity Table |
| Form G | Key Personnel Resumes and Project Experience |
| Form H  | Key Personnel Availability Table |
| Form I | Respondent Financial Resources Data |

The Port Authority of New York & New Jersey

AirTrain LaGuardia Project

**Statement of Qualifications Transmittal Letter**

[Date]

Timothy J. Pullen

Manager, Alternative Project Delivery

Procurement Department

The Port Authority of New York & New Jersey

4 World Trade Center, 21st Floor

150 Greenwich Street

New York, NY 10007

**Re:** **Statement of Qualifications for the AirTrain LaGuardia Project**

 **RFQ #92777**

[ ] (the “Respondent”) hereby submits its Statement of Qualifications (“SOQ”) in response to the Request for Qualifications (“RFQ”) for the **AIRTRAIN LAGUARDIA PROJECT** issued by The Port Authority of New York & New Jersey, as amended.

The Respondent is comprised of the following firms:

|  |  |
| --- | --- |
| **Name** | **Role**  |
| [●] | (E.g., Principal Participants, Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead Interface Designer, Lead Infrastructure Designer, Lead System Designer, Lead O&M Contractor, Lead Customer Experience Contractor, Named Subcontractor) |
| [●] |  |
| [●] |  |
| [●] |  |
| [●] |  |
| [●] |  |
| [●] |  |
| [●] |  |
| [●] |  |
| [●] |  |
| [●] |  |
|  |  |

 As a duly authorized representative of the Respondent, I hereby certify, represent, and warrant, on behalf of the Respondent team, as follows in connection with the SOQ:

1. The Respondent acknowledges receipt of the RFQ and addenda [ ] through [ ].

1. The submittal of this SOQ has been duly authorized by, and in all respects is binding upon, the Respondent. I have attached Forms [ ] (*Certificate of Authorization*) which evidences my authority to submit the SOQ and bind the Respondent.

1. The Respondent has completed reviewed and understands and agrees to be bound by the requirements of the RFQ, including all addenda to the RFQ.

1. The Respondent understands that it bears all costs and expenses that is incurred in preparing its SOQ and participating in the RFQ process.

1. The Respondent’s obligations that will be contained in the DBOM Agreement will be guaranteed, irrevocably, absolutely, and unconditionally by [ ], (“Project Guarantor”), as evidenced by the Project Guarantor Acknowledgment attached as Form B. The Certificate of Authorization submitted as Form C evidences the individual’s authority to submit the Project Guarantor Acknowledgment Certificate and bind the Project Guarantor.[[1]](#footnote-2)

1. All information and statements contained in our SOQ are current, correct and complete, and are made with full knowledge that the Port Authority will rely on this information and statements in determining whether to prequalify the Respondent in accordance with this RFQ, and the Respondent acknowledges that the information submitted may be clarified, verified and investigated and that pertinent information may be obtained and hereby consents to any clarification, verification and investigation.

1. The SOQ has been prepared and is submitted without collusion, fraud or any other action taken in restraint of free and open competition for the services contemplated by the RFQ.

1. Neither the Respondent, any Principal Participant, the Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead Interface Designer, Lead Infrastructure Designer, Lead System Designer, Lead O&M Contractor, Lead Customer Experience Contractor, the Project Guarantor, any Named Subcontractor, nor any other Respondent Team member is currently suspended or debarred from doing business with any government entity.

1. The Respondent has reviewed all the engagements and pending engagements of the Respondent and its Respondent Team members and the Project Guarantor, and no potential exists for any Conflict of Interest or unfair advantage (and, if any potential Conflict of Interest or unfair advantages exists, the Respondent has included in its response to Section 9.4(f) of the SOQ Template a strategy for mitigating such potential Conflict of Interest or unfair advantage so that it does not afford the Respondent with a competitive advantage).

1. No person or selling agency has been employed or retained to solicit the award of the DBOM Agreement under an arrangement for a commission, percentage, brokerage, or contingency fee or any other success fee basis, except bona fide employees of the Respondent, any Principal Participant, any Respondent Team member or the Project Guarantor.

1. The principal contact person who will serve as the interface between the Port Authority and the Respondent for all communications is:

|  |
| --- |
| **Respondent Representative:** |
| Name: |  |
| Title: |  |
| Address: |  |
| Phone: |  |
| Tax: |  |
| E-mail: |  |

1. The key technical and legal representatives available to provide timely response to written inquiries submitted, and to attend meetings requested by the Port Authority are:

|  |
| --- |
| **Technical Representative:** |
| Name: |  |
| Title: |  |
| Address: |  |
| Phone: |  |
| Tax: |  |
| E-mail: |  |
| **Legal Representative:** |
| Name: |  |
| Title: |  |
| Address: |  |
| Phone: |  |
| Tax: |  |
| E-mail: |  |

1. The Respondent Representative has executed this SOQ Submittal Letter effective as of the SOQ Due Date.[[2]](#footnote-3)

|  |  |
| --- | --- |
| Name of Respondent: |  |
| Name of Designated Signatory:  |  |
| Signature: |  |
| Title: |  |

[Notary Public]

State of\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

County of\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

On this\_\_\_\_\_ day of \_\_\_\_\_\_\_\_\_\_\_\_\_, 20\_\_\_, before me appeared \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, personally known to me to be the person described in and who executed this SOQ Submittal Letter and acknowledged that they signed the same freely and voluntarily for the uses and purposes therein described.

In witness thereof, I have hereunto set my hand and affixed by official seal the day and year last written above.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Notary Public in and for the State of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[SEAL] (Name printed)

 Residing at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 My commission expires\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**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 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_; that I have custody of the records of the corporation; and that as of the date of this certification, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ holds the title of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ within the company, and is authorized to execute and deliver in the name and on behalf of the company the Statement of Qualifications (“SOQ”) submitted by the company in response to the Request for Qualifications for the **AIRTRAIN LAGUARDIA PROJECT** issued on \_\_\_\_\_\_\_\_\_\_\_\_\_, 2020, as amended; and all documents, letters, certificate sand 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\_\_\_\_\_\_ day of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, 20\_\_\_.

(Affix Seal Here)

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Clerk/Secretary

|  |
| --- |
| 1. THE RESPONDENT
 |
| * 1. Respondent’s Organizational Structure

Please describe the Respondent’s organizational structure and identify all firms comprising the Respondent Team, including Principal Participants, the Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead Interface Designer, Lead Infrastructure Designer, Lead System Designer, Lead O&M Contractor, Lead Customer Experience Contractor, Named Subcontractors, Project Guarantors, and any key advisors. Please include an organizational chart that details the makeup of the Respondent Team and includes hierarchical and reporting relationships. It should be clear to us from the Respondent’s organizational chart what entity is responsible for leading key workstreams (e.g. design, construction, fabrication, installation, testing, operations and maintenance and other necessary services related to the AirTrain, operational excellence in customer-facing design, services and operational efficiency, etc.) for the Project. The Respondent may provide different organizational structures for the design and construction phase of the Project and the operations and maintenance phase of the Project.Please also describe to us why the Respondent chose the members of its Respondent Team. If the members of the Respondent Team have experience working together on past projects, please state which past projects. The Respondent should also detail if proposed Key Personnel have worked together on past projects.  |
| [**Response**] |
| * 1. Legal Form of Respondent Entity

Please describe the Respondent’s legal structure (joint venture, limited liability company, partnership, or consortium, or unincorporated entity or association). Please describe how the entity will operate administratively and technically and any agreed upon percentage ownership or control as between each of the Principal Participants. Please note if this structure will change over time.Please provide a Certificate of Good Standing and a certificate certifying that the Respondent is authorized to do business in the State of New York, or evidence that the process to become authorized has begun. |
| [**Response**] |

**FORM A**

**RESPONDENT’S PROPOSED TEAM**

1. **RESPONDENT – LEAD POINT OF CONTACT**

|  |
| --- |
| **NAME AND TITLE** |
|  |
| **NAME OF FIRM** |
|  |
| **MAILING ADDRESS** | **EMAIL ADDRESS** | **TELEPHONE NUMBER** |
|  |  |  |

1. **RESPONDENT’S PROPOSED TEAM**

Complete this section for the contractors/firms required under Section 5.10 (*Respondent Organizational Requirements*) of the RFQ. If necessary, separate forms may be provided for the design and construction phase of the Project and the operations and maintenance phase of the Project.

|  |  |
| --- | --- |
| (Check) |  |
| **PRIME** | **JV PARTNER** | **NAMED SUBCONTRACTOR** | **FIRM NAME** | **ADDRESS** | **ROLE IN THIS CONTRACT** |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |
| ☐ | ☐ | ☐ |  |  |  |

1. **ORGANIZATIONAL CHART OF RESPONDENT’S PROPOSED TEAM (attached)**

**FORM B**

**PROJECT GUARANTOR ACKNOWLEDGMENT**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (the “Respondent”) has submitted this Statement of Qualifications (“SOQ”) in response to The Port Authority of New York & New Jersey’s [●], 2020 Request for Qualifications for the **AIRTRAIN LAGUARDIA PROJECT** as amended (“RFQ”) pursuant to which it is seeking to be qualified by the Port Authority to perform the Project’s Work described in the RFQ.

 The Project Guarantor hereby certifies that it will irrevocably, absolutely, and unconditionally guarantee, pursuant to a guarantee to the Port Authority, the performance and payment of all of the Respondent’s obligations under the DBOM Agreement to be entered into following selection of the Respondent as the Preferred Proposer in connection with the Port Authority’s RFP for the Project.

All capitalized terms used but not defined in this acknowledgment have the meaning given to such terms in the RFQ.

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Name of Project Guarantor

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Name of Authorized Signatory

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Signature

 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Title

**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 LAGUARDIA 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..

|  |
| --- |
| 1. RESPONDENT TEAM EXPERIENCE AND PAST PERFORMANCE
 |
| * 1. Lead Interface Designer Profile and Structure

Please provide a description of the Lead Interface Designer and its organizational structure and legal form of entity. |
| [**Response**] |
| * 1. Lead Interface Designer Experience

The Lead Interface Designer must provide its engineering and design experience for the development and implementation on key relevant projects worked on in the past 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*). Up to three project examples are suggested.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 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| * 1. Lead Infrastructure Designer Profile and Structure

Please provide a description of the Lead Infrastructure Designer and its organizational structure and legal form of entity. |
| [**Response**] |
| * 1. Lead Infrastructure Designer Experience

The Lead Infrastructure Designer must provide its engineering and design experience for the development and implementation on key relevant projects worked on in the past 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*). Up to three project examples are suggested.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 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| * 1. Lead System Designer Profile and Structure

Please provide a description of the Lead System Designer and its organizational structure and legal form of entity. |
| [**Response**] |
| * 1. Lead System Designer Experience

The Lead System Designer must provide its engineering and design experience for the development and implementation on key relevant projects worked on in the past 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*). Up to three project examples are suggested.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 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| * 1. Lead Civil/Infrastructure Contractor Profile and Structure

Please provide a description of the Lead Civil/Infrastructure Contractor and its organizational structure and legal form of entity. |
| [**Response**] |
| * 1. 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 key relevant projects worked on in the past 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*). Respondent should submit three total projects with two Similar Projects that have been completed or commenced within in the last five years. 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 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| * 1. Lead System Supply Contractor Profile and Structure

Please provide a description of the Lead System Supply Contractor and its organizational structure and legal form of entity. |
| [**Response**] |
| * 1. 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 key relevant projects worked on in the past 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*). Respondent must submit three total projects, with two Similar Projects that have been completed or commenced within in the last five years. 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 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| * 1. Lead O&M Contractor Profile and Structure

Please provide a description of the Lead O&M Contractor and its organizational structure and legal form of entity. |
| [**Response**] |
| * 1. 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 key relevant projects worked on in the past 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*). Respondent must provide three key relevant projects. 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 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| * 1. Lead Customer Experience Contractor Profile and Structure

Please provide a description of the Lead Customer Experience Contractor and its organizational structure and legal form of entity. |
| [**Response**] |
| * 1. Lead Customer Experience Contractor Experience

The Lead Customer Experience Contractor must provide its experience with developing facilities that offer world class customer experience, ensuring delivery of customer focused design and construction projects and working to evolve the customer experience throughout the operations period. 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 Work for the Project.Please include below any information which may be relevant to the Port Authority's evaluation of the Lead Customer Experience Contractor's experience against the "Experience and Past Performance" Comparative Evaluation Criterion set out in Items 1 and 6 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| * 1. Named Subcontractors Profile and Structure

Please provide a description of 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 and each of the Named Subcontractors' respective organizational structures and legal forms of entity. |
| [**Response**] |
| * 1. 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 key relevant projects worked on in the past 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*). Respondent must submit three total projects, with two Similar Projects that have been completed or commenced within in the last five years. 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 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| * 1. Approach of Safety

Please describe the Respondent’s overall approach to maintaining and ensuring a safe working environment for the duration of the Project’s construction. Include any anecdotal evidence from past projects where the Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead O&M Contractor and related Named Subcontractors have implemented safety programs and procedures that have led to favorable project safety outcomes. Please describe the Lead Civil/Infrastructure Contractor's, Lead System Supply Contractor's, Lead O&M Contractor's and related Named Subcontractor's current safety work practices. Please include Lead Civil/Infrastructure Contractor's, Lead System Supply Contractor's, Lead O&M Contractor's and related Named Subcontractor's current Experience Modification Ratio (EMR). |
| [**Response**] |

**FORM D**

**KEY MEMBERS AND NAMED SUBCONTRACTORS – PROJECT EXPERIENCE**

**Each of the Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead O&M Contractor, Lead Interface Designer, Lead Infrastructure Designer, Lead System Designer, Lead Customer Experience Contractor (and each firm comprising them) and each relevant Named Subcontractor must use this Form D to list their project experience (including Similar Project experience).**

|  |  |  |
| --- | --- | --- |
|  |  | **PROJECT KEY NUMBER[[3]](#footnote-4)** |
|  |  | 1 |
| **PROJECT TITLE AND LOCATION (CITY AND STATE)** | **YEAR COMPLETED** |
|  |  |
| **PROJECT OWNER’S INFORMATION** |
| **Project Owner** | **Owner Contact Name** | **Telephone Number** |
|  |  |  |
| **BRIEF DESCRIPTION OF THE PROJECT AND RELEVANCE TO THIS CONTRACT****(Please describe whether this is a Similar Project, and include scope, size, cost, and role and responsibility in the project)**  |
|  |
| **PROJECT DELIVERY METHOD** |
| ☐ **Design-Bid-Build** | ☐ **Design-Build** | ☐ **Design-Build-Operate Maintain** |
| ☐ **Design-Build-Finance-Operate-Maintain** | ☐ **Other** |  |
| **CONTRACTUAL RELATIONSHIP** |
| **☐ Prime** | **☐ Equity Member of Partner**  | **☐ Subcontractor** |
| **TOTAL CONTRACT VALUE** |
| **At Award** | **Final** | **Estimated** |
| $ | $ | $ |
| **VALUE OF WORK BY THE RELEVANT PARTY** |
| **At Award** | **Final** | **Estimated** |
| $ | $ | $ |
| **CONTRACT DURATION (Month and Year)** |
| **At Award** | **Final** | **Forecast** |
|  |  |  |
| **MWBE/DBE PERFORMANCE** |
| **Advertised MWBE/DBE Goal (as %)**  | **MWBE/DBE Waiver Requested?** | **Contract MWBE/DBE Goal (as %)** |
|  |  |  |
| **MWBE/DBE Participation Achieved (as %)** | **MWBE/DBE Goal Achieved?**  |  |
|  |  |
| **PROJECT REFERENCE** |
| **Name** | **Title** | **Address** |
|  |  |  |
| **Telephone Number** | **Email Address** |
|  |  |

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| --- |
| **OTHER RESPONDENT TEAM MEMBERS INVOLVED WITH THIS PROJECT** |
| **Name** | **Location (City and State)** | **Role** |
|  |  |  |
|  |  |  |
|  |  |  |

**FORM E**

**SELECTED PROJECT QUALIFICATIONS**

**The Respondent must list below in this Form E all of the Respondent Team's selected project qualifications, showcasing the Respondent Team's best experience (minimum of 3, up to a maximum of 6).**

|  |
| --- |
| **SELECTED PROJECT EXPERIENCE Number [\_\_][[4]](#footnote-5)** |
| **PROJECT TITLE AND LOCATION (CITY AND STATE)** | **YEAR COMPLETED** |
|  |  |
| **DESCRIPTION OF THE PROJECT AND STATUS AS SELECTED PROJECT EXPERIENCE****(Please describe each Similar Project, including scope, size, cost, and roles and responsibilities of each Respondent Team members in the project, as well as why the project constitutes part of the Respondent Team's best experience)**  |
|  |
| **TOTAL CONTRACT VALUE** |
| **At Award** | **Final** | **Estimated** |
| $ | $ | $ |

|  |
| --- |
| **RESPONDENT TEAM MEMBERS INVOLVED WITH THIS PROJECT** |
| **Name and cross-reference to Project Key Number from Respondent Team Member's Form D** | **Location (City and State)** | **Role** |
|  |  |  |
|  |  |  |
|  |  |  |

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| --- |
| 1. RESPONDENT TEAM APPROACH AND STRUCTURE
 |
| * 1. Respondent Team Approach and Structure

Please provide narrative descriptions of:* The Respondent’s approach to delivering the Project and how that approach demonstrates how the proposed Respondent Team will achieve the Project Goals, including references to the Respondent Team members' experience (e.g., projects on which a similar approach was used, lessons learned from those projects);
* The Respondent's proposed organization and Respondent Team structure for the Project, including Key Personnel, and how the Respondent Team is structured appropriately to successfully perform the Work required to deliver the Project, including references to Respondent Team members' experience and how that experience informed the Respondent's rationale for how it has structured the Respondent Team (with cross-reference to Section 1.1 (*Respondent’s Organizational Structure*) above to the extent such information is already provided in that section);
* The extent to which the Respondent Team structure demonstrates the ability to achieve operational excellence in customer-facing design and services and operational efficiency with modern asset management practices, including references to previous project where Respondent Team members have achieved similar results;
* The capacity of the Respondent Team (firms and personnel) to deliver the work assigned in the Respondent Team structure;
* The extent to which the Respondent Team is structured to minimize risk and contains appropriate allocation of responsibility, including references to Respondent Team's experience minimizing risk and appropriately allocating on previous projects, and how that experience informed the Respondent Team's structure; and
* The extent to which the Respondent Team's Key Member's current workload or backlog of future work will impact the Respondent Team's ability to deliver the Project.

Please include any information which may be relevant to the Port Authority's evaluation of the Respondent against the "Team Approach and Structure" Comparative Evaluation Criterion set out in Item 2 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |

**FORM F**

**CONTRACTOR/FIRM CAPACITY TABLE**

**The Respondent must complete one Form F for each Key Member and Named Subcontractor. Please describe below the Key Member's or Named Subcontractor's capacity to perform their role for the Project and the extent to which the Key Member's or Named Subcontractor's current workload or pipeline of future work 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** |
|  |  |
| **DESCRIPTION OF CAPACITY AND CURRENT AND FUTURE WORKLOAD** |
| [**Response**] |

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| --- |
| 1. KEY PERSONNEL
 |
| * 1. Requirements for Key Personnel

Minimum Key Personnel roles for the Project are listed in Section 6.2 of the RFQ. The Respondent’s proposed Respondent Team members for Minimum Key Personnel roles must meet the Key Personnel qualifications described in this Section 4. Any requirements described as “must have...” or “mustbe…” are determined to be minimum response requirements. The Respondent must also provide completed Forms G and H below for each of the proposed “**Minimum** **Key Personnel**” listed in Section 6.2 of the RFQ:* Project Manager (PM)
* Architect of Record/Engineer of Record (AOR/EOR)
* Lead Civil/Infrastructure Design Manager (LCIDM)
* Lead Systems Design & Integration Manager(s) (LSDIM)
* Operational Experience & Readiness Manager (OERM)
* Lead Interface Manager (LIM)
* QA/QC Manager for Design/Construction (QA/QC MDC)
* Testing & Commissioning Manager (TCM)
* O&M Site Director (OMSD)
* O&M Maintenance Manager (OMMM)
* O&M Operations Manager (OMOM)
* LIRR Work Area Manager

The Respondent is required to identify all other Key Personnel beyond the Minimum Key Personnel that are necessary to deliver the Project. The Respondent must also provide completed Forms G and H below for each of the additional Key Personnel that it identifies. Resumes for individuals who are not identified as Key Personnel should not be included in the Respondent’s SOQ.  |
| * 1. Key Personnel Commitment

We are seeking specific Key Personnel with demonstrated experience and expertise, and a record of producing satisfactory work on Similar Projects. The Key Personnel roles identified in this SOQ are considered important to the success of the Project. We may identify additional required Key Personnel positions in the RFP. Please provide a commitment statement for each Key Personnel proposed that they will be made available, as well as completion of the Form H – Key Personnel Availability Table. |

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| * 1. Project Manager (PM)

The PM will be full-time on the Project through to the end of the operating period for the 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 AirTrain, and must have the necessary expertise and experience required to supervise and exercise a degree of control of the Work (as defined in Section 9 (*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 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. |
| [**Response**] |
| * 1. 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 York, or have said license in another state and is in the process of acquiring accreditation in the State of New York, 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. The LSDIM may be divided into 2 positions: Lead Systems Design Manager and Lead Integration Manager. Please also provide a list in the space provided below of (i) key relevant projects that each individuals has worked on in the past 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. |
| [**Response**] |
| * 1. 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 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 AirTrain. This individual will also be responsible for coordination with and briefings to Port Authority managers locally in Queens 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 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 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 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. |
| [**Response**] |
| * 1. 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 and other Port Authority, NYC Parks, MTA (LIRR and NYCT) 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 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. |
| [**Response**] |
| * 1. 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. CQE, 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 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. |
| [**Response**] |
| * 1. 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 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 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. |
| [**Response**] |

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| --- |
| * 1. 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 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 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 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. |
| [**Response**] |
| * 1. 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 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 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 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. |
| [**Response**] |
| * 1. 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 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 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 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. |
| [**Response**] |
| * 1. LIRR Work Area Manager

Please provide the name and title of the LIRR Work Area 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 20 years, where such individual has performed a similar role to their proposed role on this Project, 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.The Contractor must assign a qualified and experienced person as a Long Island Railroad Work Area Manager with the following qualifications. This individual shall be available full-time as the Contractor’s representative for this Work and will have focused responsibility for the execution of the LIRR Station, Track and Culvert Work on behalf of the Contractor. It is preferred, but not required that the Contractor’s Railroad Area Manager shall be a licensed Professional Engineer registered in the state of New York. This individual must have at least a bachelor’s degree or equivalent and a minimum of 20 years demonstrated experience in design and/or construction for major rail transportation and infrastructure projects with similar size, type of work, and complexity as the LIRR Station, Track, and Culvert proposed Work, including projects with new or realigned mainline track, signals, communications, station/platform work under compressed timelines. Such experience in design and construction shall include at least one on a commuter railroad construction project. This individual must have a full understanding of the Design-Build delivery approach and their experience must include at least one (1) construction project having a construction value in excess of $100,000,000. |
| [**Response**] |
| * 1. 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 6.2 of the RFQ. If 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 4.13. Please also provide a list in the space provided below of (i) key relevant projects that each individual has worked on in the past 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. |
| [**Response**] |

**FORM G**

**KEY PERSONNEL RESUMES AND PROJECT EXPERIENCE**

**The Respondent must complete one Form G for each proposed Key Personnel, not to exceed 4 pages per person.**

|  |  |  |
| --- | --- | --- |
| **NAME** | **ROLE ON THIS PROJECT** | **YEARS EXPERIENCE** |
|  |  | **TOTAL** | **WITH CURRENT FIRM** |
| **FIRM NAME**  | **LOCATION (City & State)** |  |  |
|  |  | **PROFESSIONAL REGISTRATIONS** **(State and Discipline - Include License #)**  |
| **EDUCATION (Degree and Specialization)** |
|  |  |  |
| **OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, Etc.)** |
|  |
| **BRIEF CAREER SUMMARY****(Please include total number of years of experience meeting the requirements for the proposed Key Personnel’s role on this Project)** |
|  |
| **RELEVANT PROJECTS: (Please include up to five projects, including work on Similar Projects)**  |
| 1. **TITLE AND LOCATION (City and State)**
 | **YEAR COMPLETED** |
|  |  |
| **BRIEF PROJECT DESCRIPTION AND SPECIFIC ROLE ON PROJECT** **(Please include scope, size, project cost value, project delivery model)** | ☐ **Check if project performed with current firm** |
|  |
| 1. **TITLE AND LOCATION (City and State)**
 | **YEAR COMPLETED** |
|  |  |
| **BRIEF PROJECT DESCRIPTION AND SPECIFIC ROLE ON PROJECT** **(Please include scope, size, project cost value, project delivery model)** | ☐ **Check if project performed with current firm** |
|  |
| 1. **TITLE AND LOCATION (City and State)**
 | **YEAR COMPLETED** |
|  |  |
| **BRIEF PROJECT DESCRIPTION AND SPECIFIC ROLE ON PROJECT** **(Please include scope, size, project cost value, project delivery model)** | ☐ **Check if project performed with current firm** |
|  |
| 1. **TITLE AND LOCATION (City and State)**
 | **YEAR COMPLETED** |
|  |  |
| **BRIEF PROJECT DESCRIPTION AND SPECIFIC ROLE ON PROJECT** **(Please include scope, size, project cost value, project delivery model)** | ☐ **Check if project performed with current firm** |
|  |
| 1. **TITLE AND LOCATION (City and State)**
 | **YEAR COMPLETED** |
|  |  |
| **BRIEF PROJECT DESCRIPTION AND SPECIFIC ROLE ON PROJECT** **(Please include scope, size, project cost value, project delivery model)** | ☐ **Check if project performed with current firm** |
|  |
| **EXPERIENCE WITH KEY MEMBERS OR NAMED SUBCONTRACTORS****(Please indicate below where the Key Personnel has worked on any of the projects (including Similar Projects) provided by the Principal Participants, Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead Interface Designer, Lead Infrastructure Designer, Lead System Designer, Lead O&M Contractor, Lead Customer Experience Contractor and Named Subcontractors.** |
| **[*Project; Relevant Key Member/Named Subcontractor; Project Key Number from Form D*]** |
|  |
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|  |
|  |
|  |
| **PROFESSIONAL REFERENCES** |
| **Name** | **Affiliation** | **Address** | **Telephone Number** | **Email** |
|  |  |  |  |  |
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**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** |
| [**Response**] |

|  |
| --- |
| 1. STATE-OF-THE-ART AND RELIABLE TECHNOLOGY
 |
| * 1. State-of-the-Art and Reliable Technology

The Respondent must provide descriptions of:* + 1. The Respondent’s approach to providing cutting edge, and reliable technology for all aspects of the AirTrain Project, including references to the Respondent Team's experience and how that experience informed the Respondent's proposed approach;
		2. The extent to which the Respondent's proposed technology provides innovation, utilizing the latest advances in autonomous technology, and flexibility to migrate to future technology upgrades such as autonomous vehicle protocols and other advances over 30 years of operations;
		3. The extent to which Respondent’s solution capitalizes on technology to ensure a cost- efficient solution for the AirTrain Project during both the capital construction and the operational phases of the Program;
		4. The extent to which the Respondent's proposed technology can provide service levels and headways necessary to meet or exceed the Project demand (daily, year-round customer service that moves 1,000 to 2,300 PPHPD at headways of 4 minutes or less), including details of proven past performance;
		5. The extent to which the Respondent's proposed technology and its components can be and has been demonstrated to be able to operate reliably in all weather conditions that exist at the Airport; and
		6. The extent to which the Respondent's proposed technical solution has been used for transit service, can meet required regulatory safety certifications, and contains components that have been successfully integrated.

Please identify the entities that will manufacture and supply each of the following systems: the vehicles, train control system, power distribution system, communications system, supervisory control system and data acquisition systems, where applicable.Please include any information which may be relevant to the Port Authority's evaluation of the Respondent against the "State-of-the-Art and Reliable Technology" Comparative Evaluation Criterion set out in Item 4 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| 1. MBE/WBE/SDVOB PARTICIPATION
 |
| * 1. MBE/WBE/SDVOB Participation

The Respondent must provide descriptions of:* + 1. The Respondent’s proposed approach to encouraging and incorporating MBE/WBE/SDVOB and local business enterprise participation from the earliest phases and throughout the design, construction, operations and maintenance phases of the Project; and
		2. The Respondent Team's demonstrated past performance in incorporation and support of the MBE/WBE/SDVOB goals on projects.

Please include any information which may be relevant to the Port Authority's evaluation of the Respondent against the "MBE/WBE/SDVOB Participation" Comparative Evaluation Criterion set out in Item 5 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| 1. CUSTOMER EXPERIENCE
 |
| * 1. Customer Experience

The Respondent must provide descriptions of the Respondent's:* + 1. approach to how the Port Authority’s vision for the AirTrain (as described in Section 1.3 (*The AirTrain – A Focus on the Customer's Experience and End-to-End Journey*) of the RFQ) will be realized, including references to the Respondent Team's experience achieving similar goals on previous projects;
		2. experience and record in developing and implementing a world-class customer focus in project planning, design, construction and service delivery;
		3. demonstrated record in developing and implementing ease of connections for transit customers throughout their end-to-end journey; and
		4. experience in developing and incorporating innovation into projects that enhanced the transit customer experience.

Please include any information which may be relevant to the Port Authority's evaluation of the Respondent against the "Customer Experience" Comparative Evaluation Criterion set out in Item 6 of Section 7.3 (*Comparative Evaluation Criteria*) of the RFQ. |
| [**Response**] |
| 1. INNOVATION TO REDUCE CONSTRUCTION DISRUPTION AND EFFECTS FROM DESIGN AND CONSTRUCTION
 |
| * 1. Innovation to Reduce Construction Disruption and Effects from Design and Construction

The Respondent must provide a narrative description of the Respondent’s past experience and approach to designing, developing and implementing innovative solutions that minimize disruptions and effects to the local community and the general public (e.g., air quality, noise, vibration, site maintenance, waste control, and night and weekend work), and reduce inconvenience to ongoing transit operations, and accelerate the construction schedule. Respondent should outline its general approach to providing these innovative solutions for the Project.  |
| **[Response]** |
| 1. RESPONDENT FINANCIAL DATA
 |
| * 1. Financial Strength

In order to be shortlisted pursuant to this RFQ, the Respondent must demonstrate sufficient financial strength to assure us that the Respondent is capable of performing the Work. To this end, the Respondent must furnish the financial information requested immediately below for itself (if the Respondent is a legally existing entity), each Principal Participant and its Project Guarantor, if applicable. If the Respondent, Principal Participants or its Project Guarantor are not public companies, it must provide independently audited financial statements within the past thirty-six months for each such entities and may request that we treat this information as confidential. If any of the firms have been in existence less than three years, the information must be provided for the period of its existence.Please furnish the following information required from appropriate entities as listed below. If any of this information is not provided, you must state the reason for its omission. If any of the following information is not provided in the English language, then you must provide a certified English translation, including numeric conversion of amounts into U.S. dollars. * + Annual audited financial reports for (a) the Respondent (if applicable), the Principal Participants and the Key Members (each of the past three years), and (b) the Project Guarantor (each of the past three years), prepared in accordance with Generally Accepted Accounting Principles (GAAP), and all relevant notes. A Respondent may submit the audited financial statements of the Project Guarantor prepared in accordance with International Financial Reporting Standards (IFRS) so long as such Financial Statements are submitted in English and in United States Dollars, with a letter from auditors stating the currency conversion used. However, the Port Authority reserves the right to request such Financial Statements to be later submitted prepared in accordance with GAAP (and otherwise in compliance with the requirements in the RFQ) if the Port Authority has any difficulty in performing its analysis on the statements submitted in accordance with IFRS. If the Port Authority requests that such Financial Statements prepared in accordance with GAAP are submitted the Respondent must provide these within 14 calendar days (and if the Respondent fails to meet this deadline then we may declare the SOQ non-responsive). Financial statements should include an opinion letter, balance sheet, income statement, statement of changes in cash flow, and all notes.
	+ The most recent Form 10-K and Form 10-Q filed with the Securities and Exchange Commission (SEC) by (a) the Respondent (if applicable), the Principal Participants and the Key Members, and (b) the Project Guarantor; or, if one or more of these parties are not regulated by the SEC, then the most recent quarterly audited financial report for each party.
	+ Completion of SOQ Form I (*Respondent Financial Resources Data*) by the Respondent (if applicable), the Principal Participants, Key Members and Project Guarantor.
	+ Any credit reports, credit bulletins, or other published statements by recognized rating agencies (Standard & Poor’s Rating Services, Moody’s Investor Services, Dun & Bradstreet, and Value Line) that have been issued or published within the past five years for the Respondent (if applicable), the Principal Participants, Key Members and Project Guarantor.
	+ Any additional information regarding the Respondent, the Principal Participants, Key Members and Project Guarantor that you believe is appropriate in fully reflecting the financial strength of the Respondent, the Principal Participants, Key members or its Project Guarantor. For example, you can provide the prospectus or offering statement of the Key Members' or Project Guarantor’s latest security or equity offering.
 |
| * 1. Parent Company Guarantor and Project Guarantor

If any Principal Participant or Key Member is a subsidiary of a parent company, the Respondent must state when the subsidiary was formed and its place in the corporate structure of the parent company. If a subsidiary is newly created for the purposes of responding to the RFQ, the reasons for this action must be fully disclosed. Respondents are on further notice that as a condition to award of the DBOM Agreement, the Port Authority may require the Contractor to provide additional security in the form of parent company guarantees from the Principal Participants, if any Principal Participant is not deemed by the Port Authority to have sufficient financial capability. The form and requirements for any such guarantees will be as set forth in the RFP.Further, the Respondent may propose to supplement the financial strength of the entity proposed to serve as the Contractor under the DBOM Agreement with the Port Authority by proposing a parent or affiliate company to serve as the Project Guarantor and guarantee all of the obligations of the Respondent under the DBOM Agreement through a Guaranty Agreement with the Port Authority. |
| * 1. 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, that the Respondent's bonding capacity for performance and payment bonds is at least $1.6 billion for the construction period (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 design and construction 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 York, and must be listed in the U.S. Department of Treasury Circular 570. The surety letter must be received prior to the due date specified in the Procurement Schedule. |
| * 1. Direct Financial Questions

The purpose of this section is to elicit information pertaining to unfavorable factors or events that have the potential to adversely impact each of the Respondent’s Principal Participant’s, Key Member's, and Project Guarantor’s ability to honor their contractual commitments. To the extent that any of these questions are answered in a manner that indicates that any of these unfavorable factors or events are present or have occurred, it is the Respondent’s sole responsibility to: (1) describe in detail the unfavorable factor or event; and (2) provide sufficient information to demonstrate to the Port Authority’s evaluation committee that the unfavorable factor or event will not adversely impact the Respondent’s or Project Guarantor’s ability to honor its contractual commitments. The Respondent must provide responses to each of the following questions concerning the business of the Principal Participants, Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead Interface Designer, Lead Infrastructure Designer, Lead O&M Contractor, Lead Customer Experience Contractor, Project Guarantor and its Named Subcontractors during the past five years (except where otherwise noted): |
| * + 1. **Material Adverse Changes in Financial Position** – Describe any material historical, existing, or anticipated changes in financial position of such entity, including any material changes in the mode of conducting business, mergers, acquisitions, takeovers, joint ventures, or divestitures. This question does not need to be answered by Named Subcontractors that are not a Principal Participant, Key Member or Project Guarantor.
 |
| [**Response**] |
| * + 1. **Bankruptcy** – Has such entity voluntarily or involuntarily been subject to bankruptcy proceedings in the United States or any jurisdiction? If so, when, and describe the impact it would have on the ability to honor contractual commitments for the Project? This question does not need to be answered by Named Subcontractors that are not a Principal Participant, Key Member or Project Guarantor.
 |
| [**Response**] |
| * + 1. **Liabilities and Potential Liabilities**
 |
| * + - 1. List and briefly describe any threatened, pending or past legal proceeding and judgment, or any contingent liabilities in which any such entities or any parents, affiliates and subsidiaries of such entities were or are currently a party that could adversely affect such entity’s financial position or ability to honor its contractual commitments for the Project. Please also list any off-balance sheet financial liabilities. This question does not need to be answered by Named Subcontractors that are not a Principal Participant, Key Member or Project Guarantor.
 |
| [**Response**] |
| * + - 1. List and briefly describe any threatened, pending or past legal proceeding and judgment in which any such entities, or any parents, affiliates and subsidiaries of the such entities were or are a party in the last 10 years concerning projects of a similar nature, including design-build based projects, and design-bid-build projects.
 |
| [**Response**] |
| * + 1. **Violation of Laws –** Have any such entities, or any parents, affiliates and subsidiaries of such entities, been convicted or within the past 3-years been accused of, any criminal conduct or been found in violation of any international, federal, state, or local statute, regulation, or court order concerning antitrust, fraud, misconduct, public contracting, employment discrimination, or prevailing wages? If so, describe the circumstances.
 |
| [**Response**] |
| * + 1. **Debarred from Bidding –** Have any such entities or any parents, affiliates and subsidiaries of such entities, been debarred, or are under consideration for debarment or otherwise prohibited from bidding, on public contracts by any government internationally, by the federal government or by any governmental entity in New York, New Jersey, or any other state? If so, describe the circumstances. Is the decision under review or was it upheld by formal legal or grievance process?
 |
| [**Response**] |
| * + 1. **Conflicts of Interest –** List and describe all engagements between the Principal Participants, Key Members, Project Guarantor, and other Respondent Team members (including any of the Respondent's key advisors) that constitute or may constitute a possible Conflict of Interest (as defined in the RFQ) or unfair advantage, and provide a detailed strategy for eliminating or mitigating such Conflict of Interest or unfair advantage so that it does not afford the Respondent with a competitive advantage.
 |
| [**Response**] |

**FORM I**

**RESPONDENT FINANCIAL RESOURCES DATA**

**The Respondent must complete this Form I for each Principal Participant, Key Member and the Project Guarantor.**

|  |
| --- |
| **PRINCIPAL PARTICIPANT / KEY MEMBER / PROJECT GUARANTOR NAME** |
|  |
| **EQUITY INTEREST (%)** |  |
| **Current Assets** | **Amount (in $)** |
| Available Cash | **$** |
| Notes Receivable | **$** |
| Accounts Receivable | **$** |
| Inventories | **$** |
| Other Current Assets  | **$** |
| **Total Current Assets** | **$** |
|  |  |
| **Current Liabilities** |  |
| Notes and Mortgages Payable | **$** |
| Accounts Payable | **$** |
| Other Current Liabilities | **$** |
| **Total Current Liabilities** | **$** |
| **SUMMARY NET WORTH** | **$** |

|  |
| --- |
| 1. COMMENTS ON THE PROGRAM
 |
| Within this RFQ, we have provided certain technical and commercial concepts related to the AirTrain Program and in Appendix A (*Draft Risk Allocation Matrix*). The Respondent may wish (but is not required) to provide comments on the Project and Appendix A, and the technical and commercial information we provided or other pertinent information provided as part of this RFQ. We will not consider the Respondent’s response to this Section 10 in our evaluation of the Respondent’s SOQ. The Respondent may wish to provide comments related to aspects of the Project that the Respondent feels may need refinement or clarification prior to issuance of the RFP, including any additional site investigation work that the Respondent feels will help streamline delivery of the Project and minimize contingency in any subsequent Proposal for the Project. |
| [**Response**] |
| 1. LICENSES AND CERTIFICATES
 |
| The Respondent must provide, in this Section 11, one copy of any professional licenses for Key Personnel and certificates confirming authorization to do business in New York for those members of the Respondent’s Team leading the design and construction for the Project (Lead Civil/Infrastructure Contractor, Lead System Supply Contractor, Lead Interface Designer, Lead Infrastructure Designer, Lead System Designer, Lead Customer Experience Contractor and any Named Subcontractors or other Subcontractors included in the Respondent Team with design or construction responsibility). |
| [**Please provide (include) licenses and certificates as required**] **as attachments to the SOQ.**  |

1. **Note to Respondents:** Where a Project Guarantor is not required because the top parent company is either the Respondent or a Principal Participant, please provide a statement certifying to the foregoing in lieu of this paragraph. [↑](#footnote-ref-2)
2. **Note to Respondents**: If the Respondent is comprised of more than one Principal Participant, each Principal Participant will sign the SOQ Submittal Letter on behalf of the Respondent. [↑](#footnote-ref-3)
3. **Project Key Number**: Start with “1” for the first project and number consecutively up to “3” for each entity filling out this Form D. [↑](#footnote-ref-4)
4. **Selected Project Experience Number**: Start with "1" for the first Selected Project Experience and number consecutively up to "6". [↑](#footnote-ref-5)