

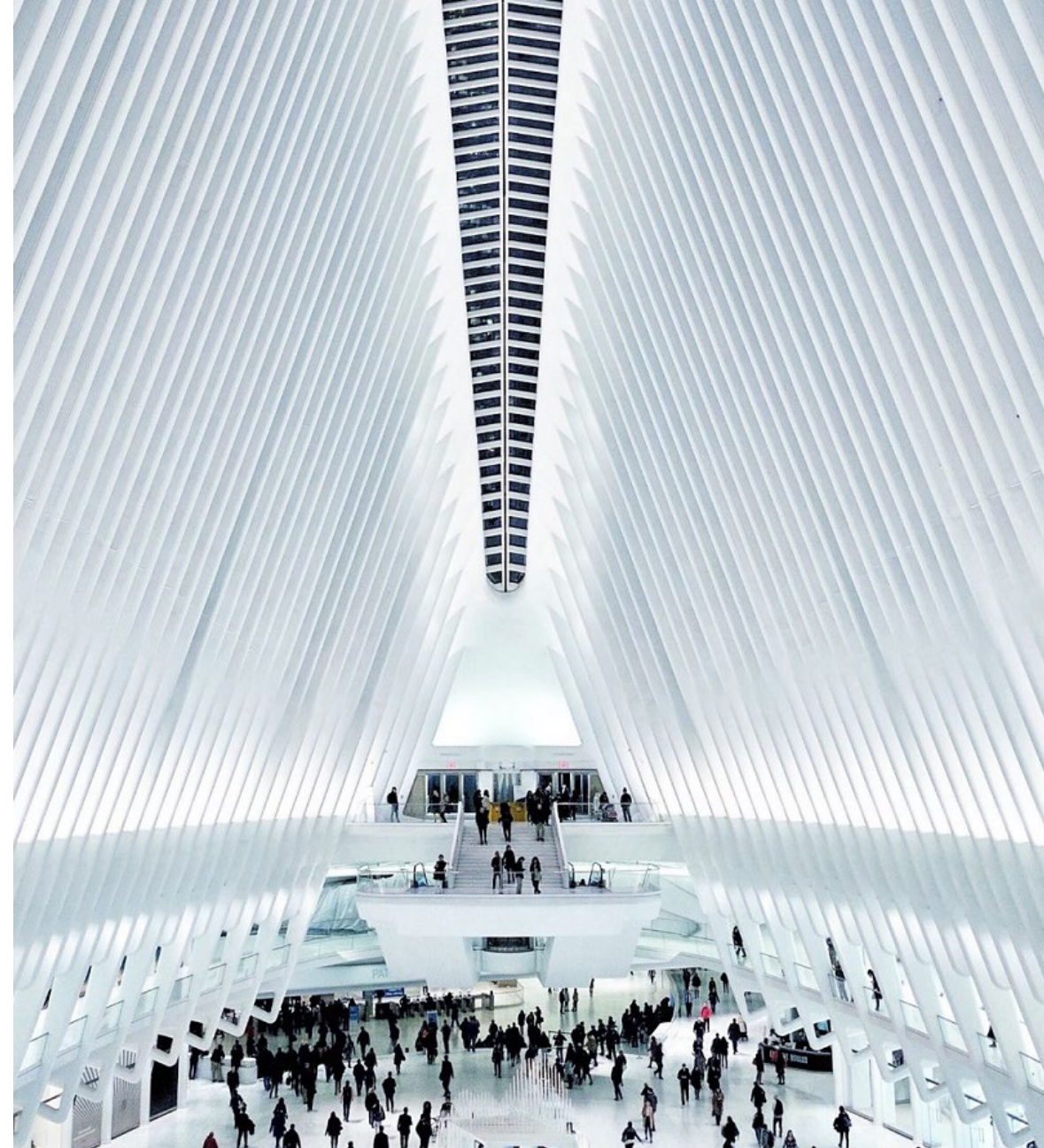
Industry Briefing

Site-Wide Property Management Services at World Trade Center

7.22.2020

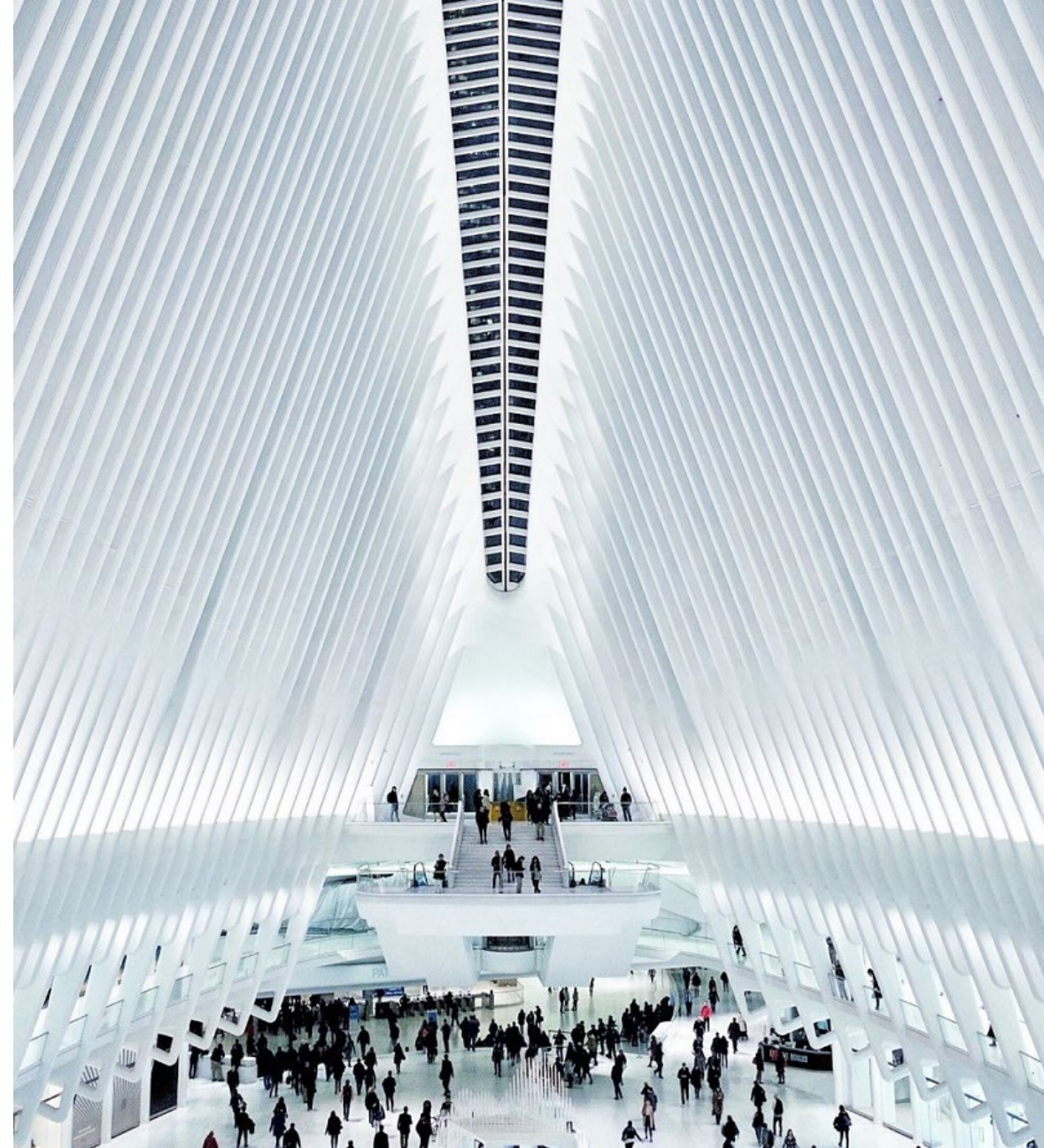
Today's Presenters

- **Courtney Eddington**
Procurement Advisor
Procurement Department
- **Jolene Yeats**
Assistant Director, Planning and Communications
World Trade Center Department
- **Howard Conkling**
General Manager, Operations
World Trade Center Department
- **James Kleeman**
Deputy Director
World Trade Center Department



Today's Agenda

- Integrity Brief
- Overview of World Trade Center
- Overview of Site-Wide Property Management Services Contract
- Request for Information (RFI)
- Next Steps: Request for Proposals (RFP)
- Questions



Integrity Briefing

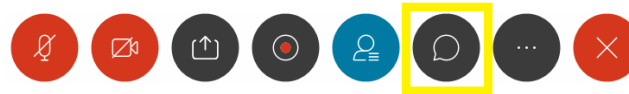
Courtney Eddington, Procurement Advisor
Procurement Department

Integrity Brief

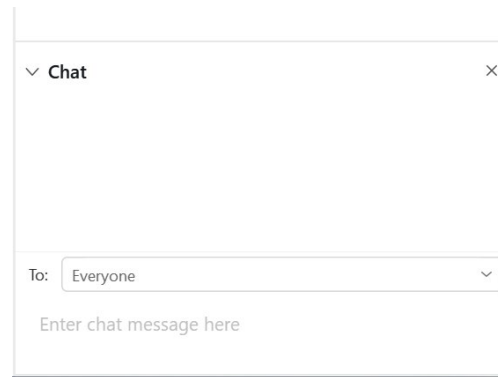
- This Industry Briefing is being conducted for the purpose of providing background information only.
- During this Industry Briefing and during the question and answer opportunities, direct your question to the Procurement Advisor presenter only.
- Please note this Industry Briefing is being recorded and will be made available to others upon request and on the Port Authority's website for on-demand viewing.

Submitting Questions

- To submit a question use the Chat function in WebEx
- Select the chat icon at the bottom of your screen:



- Open the chat and submit your question to “everyone” to send it through publicly or select “Courtney Eddington (Host)” to submit your question privately:



- All questions will be read aloud and answered by the Port Authority team

World Trade Center Overview

Jolene Yeats, Assistant Director
World Trade Center Department

Our Mission is to keep the region moving.

Our Priorities: What we focus on to achieve this mission



Safety & Security

Provide peace of mind through world-class protection



Capital Plan

Revitalize our infrastructure



Customer Experience

Ensure a 21st century customer experience



Operational Excellence

Deliver first-class operations
Maintain financial self-sufficiency



Sustainability

Reduce our environmental impact



Employer of Choice

Retain, grow and attract top talent

Our Standards: How we meet these priorities



Integrity



Diversity & Inclusion



Global Best Practices



21st Century Technology



Collaboration



Speed

World Trade Center Department

Mission Statement:

The World Trade Center Department **operates, maintains, and promotes** the World Trade Center Complex by leading cooperative efforts to enhance the **general public interests** and experiences, by overseeing **regulatory guidelines**, and by managing **relationships** through open **communication** and teamwork, preserving the World Trade Center's status as a landmark of international significance and **world-class** destination to be enjoyed by all.

The WTC Department works in collaboration with 2 other WTC Related Departments:

- **WTC Construction** – to receive capital projects and turn them over to operation.
- **WTC Security** – to ensure the safe and secure operation of the complex in compliance with interagency security agreements and policies.

World Trade Center Department

Five-Year Strategic Vision:

Maximize the value of the World Trade Center.

- ***Financial Value***
Achieve stabilization by maximizing revenue potential and finding efficiencies in operational expenses.
- ***Cultural and Community Value***
Increase appeal through innovation, sustainability, customer experience and connectivity.

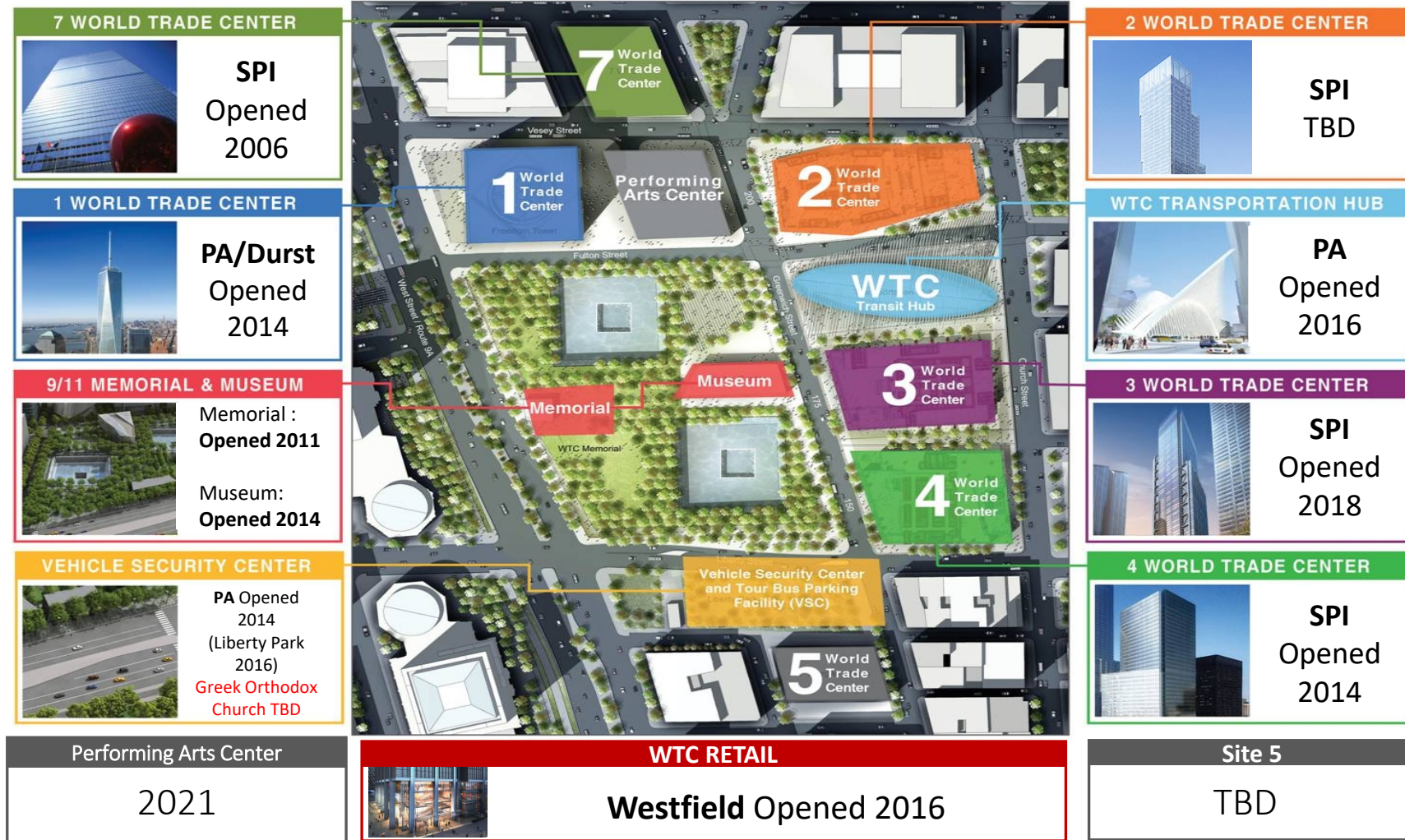


World Trade Center Users

- **250,000+** pedestrians per weekday through the WTC Oculus Transportation Hub
- **4,500+** trucks per month processed through the Vehicular Security Center (VSC)
- **Tens of thousands** of office workers and employees across the complex
- Almost **half a million** square feet of retail space
- **5+ million** annual visitors to the National September 11 Memorial & Museum and almost **2 million** annual visitors to the One World Observatory
- **300+** special events and productions per year, in public and private spaces



World Trade Center Stakeholders



World Trade Center Department Structure

- The agency's WTC Department is **structured differently** than other Port Authority facilities, **with a contractor (called the Site-Wide Property Manager) performing most of the facility maintenance and operations functions.**
- The WTC Department is a group of approximately 30 Port Authority employees divided into the following functions:
 - Director's Office
 - Operations Division
 - Project and Asset Management Division
 - Planning and Communications Division
 - Finance Division

(Although the Site-Wide Property Manager has responsibilities that cut across all of these functions, the contract is **primarily managed through the Operations Division**).

- The WTC facility staff under the Site-Wide Property Management contract ranges from approximately 200 to 300 FTEs, including contractors, subcontractors, represented staff, and management staff. They are **truly embedded in the day-to-day operation** of the World Trade Center facility.

SWPM Program Goals

Port Authority has strategic goals for the current and future WTC SWPM Contract:

1. Maintaining the WTC's status as a **modern, Class-A facility**.
2. Preserving and promoting the WTC Campus as a place of **international significance** and a **regional gathering and connection point**.
3. Providing strategic **support to potential new assets** and the WTC and Port Authority's **mission, priorities and objectives**.
 - Includes new assets becoming in-scope during the period prior to the future procurement, such as infrastructure to support the Ronald O. Perelman Performing Arts Center (including vehicular access roadway and security equipment under the Performing Arts Center) and infrastructure to support the St. Nicholas National Shrine at the WTC.
4. Continually **identifying opportunities to improve efficiency and outcomes** (e.g. through technology and improved processes).
5. **Strategic use and leverage of Maximo**, the Port Authority's asset management system.

SWPM Term Sheet Overview

Includes current Cost & Fee Structure and Contract Terms & Conditions

Cost & Fee Structure

- **Management fee** (base + performance)
- **Direct personnel costs**
- **Reimbursable expenses** (delivery of SWPM services)
- **Subcontractor costs** (no mark-up)

Contract Terms & Conditions

- **Period of performance**
- **Staffing authority**
- **IT requirements**
- **Limitation of liability** and additional insured



Site-Wide Property Management

Howard Conkling, General Manager
World Trade Center Department

Port Authority-Owned Assets & Equipment

- **WTC Oculus Transportation Hub, WTC PATH Station, and other interiors:**
 - White Carrera marble and radiant heat floors
 - Retractable skylight with smoke purge system
 - Operations Command Center
 - Central Fan Plant
 - 47 escalators and 21 elevators
 - Six fire command stations and 26,500 fire detection systems
 - 70 radio locations and 76 radio channels
- **River Water Pump House and Central Chiller Plant:**
 - Four large pumps, pumping 15,000 gallons per minute from the Hudson River
 - Provides 10,000 tons of central cooling per hour to the Hub, PATH, retail, 9/11 Memorial and VSC
- **Exteriors and Campus Security Plan:**
 - One-Acre Liberty Park (50 Trees, 1,000 Shrubs)
 - One-of-a-kind Living Wall with built in irrigation system
 - Pedestrian plazas and sidewalks (e.g. Oculus Plaza)
 - In-ground security equipment (license plate readers, raptors, bollards, barriers, booths, etc.) integrated with vehicle scheduling software
- **Vehicle Security Center (VSC) and Below-Grade Vehicle Roadway Network (VRN):**
 - State-of-the-art processing/security systems
 - Below-grade roadway connecting to all property loading docks, car parking, and bus parking

SWPM Current Scope (1/2)

All activities to meet Building Owners and Managers Association standards and quality consistent with industry best practices and Class-A standards

General Maintenance of Major Assets/Components

- HVAC heating & cooling, including Central Chiller Plant
- High tension systems
- Utility management (including billing): chilled water, domestic water, hot water, electric, steam
- Vertical transportation
- Fire alarm and suppression systems
- Campus-wide radio systems
- Campus-wide streets
- Major works & minor capital projects
- Hub Operations Control Center (OCC)
- PAPD and SWPM Facilities Maintenance
- Grounds maintenance: Living Wall & Liberty Park
- Site-wide wayfinding
- Snow removal and Flood Mitigation
- Cleaning and Janitorial
- Marble maintenance
- Oculus Roof
- Slurry Walls

Security and Equipment Support

- CCTV & fiber optic infrastructure
- Access control
- Vehicle credentialing
- Vehicle arrest devices
- Site 5 PAPD Trailers
- Campus Plan equipment
 - Booths
 - Bollards
 - Raptor cabinets and barriers
 - Weight scales
 - Lighting
 - Signage

Tenant Coordination Services

- Special Events
- Film and Photo Shoots
- Concerts & Performances
- Work Coordination

SWPM Current Scope (2/2)

All activities to meet with Building Owners and Managers Association standards and quality consistent with industry best practices and Class-A standards

Other Management and Administrative Services

- Staffing / employment of personnel & vendors
- Financial management & reporting
- Operating budget development
- Capital budget development
- Stakeholder invoicing / collections
- Record keeping / administration
- Service call center
- Communications / functional representation
- Maintenance schedules & program development
- Computerized maintenance and management system (CMMS)
- Technology solutions / management
- Development of SOPs
- Strategic sourcing & inventory management
- Inspection of managed areas
- Emergency preparedness / training
- Project management
- Procurement plan
- Sustainability performance management & reporting
- Radio communications maintenance
- Parking operations services

Site-Wide Property Management

James Kleeman, Deputy Director
World Trade Center Department

Site-Wide Property Management Overview

- **Raise the bar**
- **Be best in class**
- **Lead the real estate industry**

Request for Information

Courtney Eddington, Procurement Advisor
Procurement Department

Purpose of RFI

- The Port Authority of New York and New Jersey (“**Port Authority**”) is seeking industry feedback from experienced building and property management service providers regarding site-wide property management services at the World Trade Center (WTC) site, in order to further develop the Port Authority’s procurement approach and strategy for a future procurement to procure site-wide property management services at the WTC.



Respondent Profile

- Respondents to the RFI should generally be able to demonstrate to the Port Authority that they possess extensive experience in providing broad management services of large, complex, mixed use sites that include significant transportation infrastructure, retail, or cultural components in urban environments similar to the location of the WTC.



Scope of the Questions

The RFI Questions will ask Respondents to provide feedback regarding:

- Approaches to Site-Wide Property Management (SWPM)
- Potential Cost and Fee Structures of SWPM
- Key SWPM Agreement Terms and Conditions



RFI Schedule

- **July 22, 2020:** RFI issued
- **August 12, 2020:** RFI responses due
- **Q3 2020:** One-on-one meetings

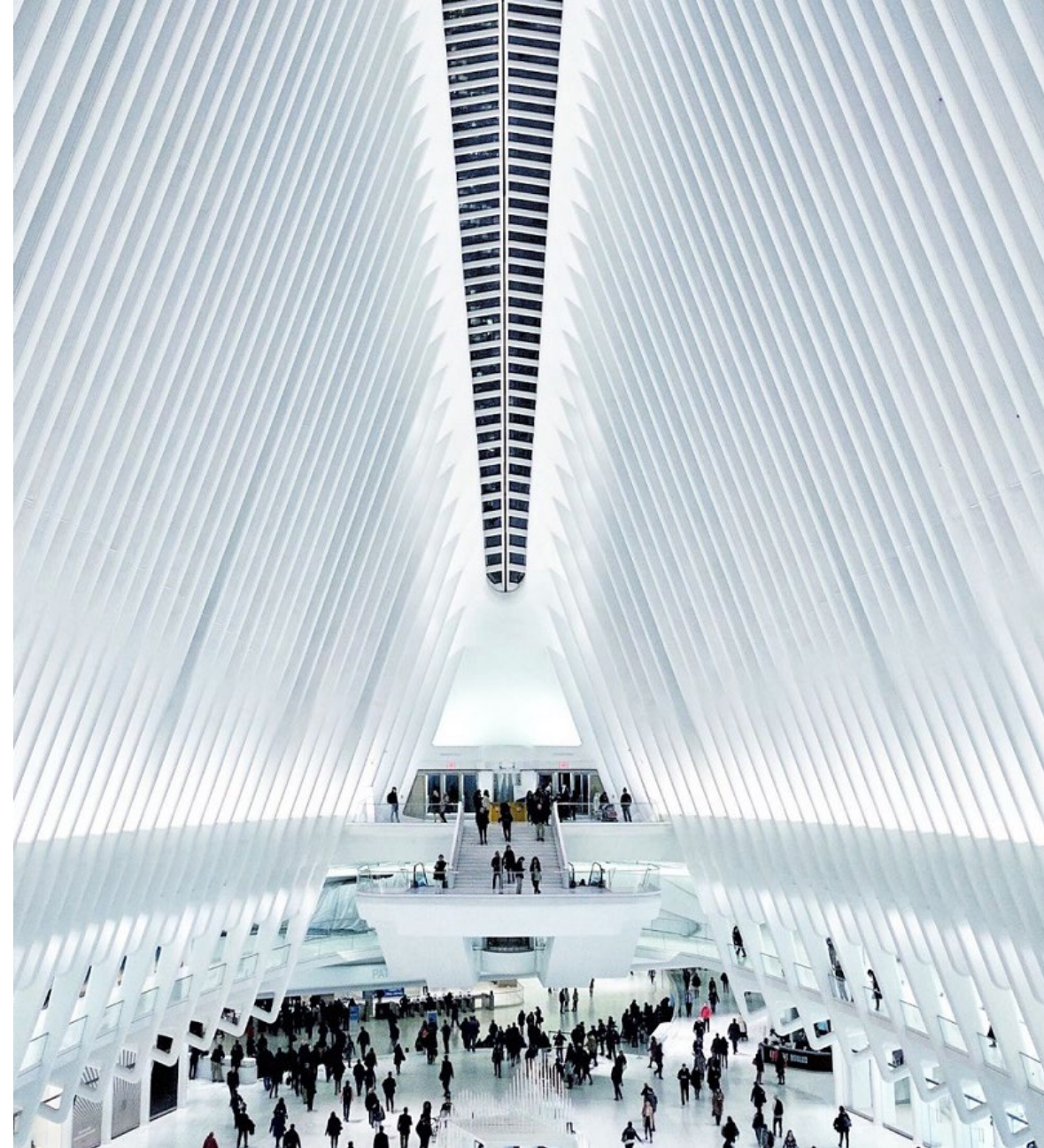


Next Steps: Request for Proposals (RFP)

Courtney Eddington, Procurement Advisor
Procurement Department

RFP Schedule

- **October 2020:** RFP issued
- **Q4 2020 – Q1 2021:** Proposals due
- **Q1 2021:** Selection and award anticipated



Questions

Courtney Eddington, Procurement Advisor
Procurement Department

Thank You!

