REQUEST FOR PROPOSALS

PROJECT MANAGEMENT SERVICES
JACOB K. JAVITS CONVENTION CENTER EXPANSION

September 27, 2016
Addendum 1, October 5, 2016

IMPORTANT NOTICE: A restricted period under the Procurement Lobbying Law is currently in effect for this Procurement and it will remain in effect until approval of the Contract. Bidders are prohibited from contact related to this procurement with any New York State employee other than the designated contacts listed below (refer to: http://ogs.ny.gov/aboutogs/regulations/advisoryCouncil/StatutoryReferences.html).

Designated Contacts for this Procurement:

Primary Contact:	Samantha Lord
Secondary Contact:	Daniel Friedman

PROPOSAL DUE DATE AND TIME: October 19, 2016 –12:00 PM (EDT)
(Late proposals cannot be accepted)

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I. INTRODUCTION

The New York Convention Center Development Corporation ("NYCCDC"), a subsidiary of New York State Urban Development Corporation d/b/a Empire State Development ("ESD"), as owner of the Jacob K. Javits Convention Center in New York City (the "Javits Center"), seeks proposals to provide management services for an expansion of the Javits Center (the "Project"). The Project is being undertaken on a design-build basis, with certain related work ("Related Work") constructed by trade contractors managed by an agency Construction Manager.

This Request for Proposals (this "RFP") seeks the services of an experienced project management team with a lean and efficient organization to bring the Project to successful completion on time and on budget. As a first priority, this RFP seeks the full-time services of a senior project management executive with a proven track record of organizational management and successful project implementation who will serve as Project Director for the Project, undertaking single-point responsibility to NYCCDC and ESD for implementation and completion of the Project on time, within budget and in accordance with all other NYCCDC objectives for the Project. The Project Director will be exclusively committed to the Project for its duration. The qualifications, experience and proven project management abilities of the proposed Project Director will be given the greatest weight in evaluating proposals in response to this RFP.

Under the direction of the Project Director, the respondent selected by NYCCDC pursuant to this RFP (the "Selected Respondent") will provide a full scope of project management services for the Project including full-time services of other highly-qualified key personnel for specific project management positions as described in this RFP (together with the Project Director, the "Key Personnel") and additional project management support personnel as necessary, working together with personnel assigned by NYCCDC.

NYCCDC anticipates that the services of a mobilization team will be required to commence on or about November 1, 2016, and that the full scope of the Selected Respondent's project management services will commence within three months thereafter. The anticipated timeline for this RFP is stated below.

<u>RFP TIMELINE</u>

Release:	September 27, 2016
Deadline to submit questions:	October 7, 2016 at 4:00 PM (EDT)
Responses to Inquiries:	Anticipated October 12, 2016
Deadline for proposal:	October 19, 2016 at 12:00 PM (EDT)
Interviews:	October 24, 2016
Contract Start Date:	On or about November 1, 2016

II. DESCRIPTION OF PROJECT

The Project will expand the existing Javits Center facilities through construction of a new truck marshaling facility, a new ballroom, new exposition space, new meeting space, new outdoor space and related equipment and structures. The Related Work includes construction of a new transformer building and utility relocations.

The Project must be carried out in the challenging New York City building environment and involves unique complexities and coordination with multiple public and private parties. In addition, construction must be coordinated with the continuing operations of the Javits Center, which is to remain fully operational throughout construction.

On April 4, 2016, NYCCDC released a Request for Proposals ("CM RFP") for services of an Agent Construction Manager (the "Related-Work CM") to manage the Related Work, which is expected to start in late 2016. NYCCDC subsequently selected a Related-Work CM. On September 8, 2016, and September 12, 2016, NYCCDC released Requests for Proposals for trade contractors to perform the Related Work (the "Related-Work RFP's"). The Related-Work RFP's are pending.

On April 12, 2016, NYCCDC released a Request for Qualifications for Design-Build Services ("DB RFQ") for design and construction of the Project, which does not include the Related Work (the "DB Work"). NYCCDC subsequently pre-qualified design-build teams to compete for the DB Work and released a Request for Proposals (the "DB RFP") to the pre-qualified firms. The DB RFP is pending.

The DB Work is to be designed, constructed and commissioned by a design-build team (the "Design-Builder") selected by NYCCDC pursuant to the DB RFP. The Design-Builder will enter into a contract ("Design-Build Contract") with NYCCDC. This work is expected to start in early 2017 and to be completed in 2020.

The Project and the elements of the Related Work and DB Work are more fully described in the CM RFP, the Related Work RFP's and the DB RFQ. These documents are available for review at http://esd.ny.gov/CorporateInformation/RFPs.html.

III. SCOPE OF SERVICES

The Selected Respondent will be responsible for project management services for the DB Work and the Related Work and any other direct contracts (design, construction or other) as may be necessary to reach project completion.

Given the nature and complexity of the Project, NYCCDC has determined that the highest possible level of management expertise must be applied in order to carry out and complete the Project successfully. Successful completion will include timely, on-budget completion of construction, commissioning and occupancy of the new construction, in accordance with the schedule of the Design-Build Contract and other contracts, without interruption of the Javits Center's ongoing operations. In order to meet the management needs of the Project, this RFP seeks proposals to provide project management services directed by a full-time senior management executive serving as Project Director with overall responsibility for oversight and management of the Project, supported by other full-time Key Personnel and additional project management personnel as necessary, to provide the scope of services set forth in Attachment A (Scope of Services). A preliminary plan of organization for management of the Project is set forth in Attachment B (Preliminary Organization Chart).

The Project Director must be dedicated exclusively to the Project, with a four-year commitment to the position. The Project Director may be an employee of the respondent or an outside consultant. The Selected Respondent must agree that the individual serving as Project Director will not be proposed or assigned to other projects and will not work on other projects prior to substantial completion of the Project, with financial consequences if these commitments are violated. If the proposed Project Director is not an employee, the respondent must have a written agreement under which this individual commits to the position and the terms and conditions of this RFP.

The Project Director will be subject to replacement at NYCCDC's request, and any replacement will be subject to NYCCDC's approval. The Selected Respondent's contract will be subject to termination by NYCCDC if an acceptable replacement is not approved.

The Project Director will report regularly and frequently to NYCCDC and other officials, and advise and consult with senior NYCCDC and other management regarding schedule, status, budget, design, work quality, preparation for operations, other indicators of Project status and any issues that may affect successful completion of the Project. The Project Director will be responsible to NYCCDC for all aspects of the Project.

The Project Director is expected to establish and supervise a streamlined and efficient administrative program for the Project with the goal of real-time decision-making and implementation that facilitates timely completion of the Project. The Project Director must have the authority to manage all personnel provided by the Selected Respondent.

Other Key Personnel for the Project will include the following full-time Project positions, in addition to personnel assigned by NYCCDC and ESD:

- Commercial Manager
- Technical Compliance/Design Manager
- Construction Compliance/Construction Manager
- Quality Manager
- Safety and Security Manager
- Operations Manager
- Estimator
- Scheduler

NYCCDC reserves the right to determine the start and finish dates for Key Personnel or to reduce the time required in accordance with the Project needs.

Specific roles and responsibilities of the Key Personnel are set forth more fully in Attachment C (Roles and Responsibilities). Required qualifications for the Key Personnel are set forth in Attachment D (Personnel Requirements).

The Selected Respondent also will be required to provide additional project management personnel to support the management and administration of the Project, together with personnel assigned by NYCCDC. Identification of such additional personnel to be provided by the Selected Respondent and the specific scopes of their required services will be determined by NYCCDC in consultation with the Selected Respondent. NYCCDC may also require the Selected Respondent to engage specialists and personnel with particular project management skills as may be necessary for the Project. The Project Director will be responsible for organizing, coordinating and supervising all project management staff.

The Key Personnel and other project management personnel provided by the Selected Respondent will be expected to work on site at the Javits Center. NYCCDC will provide offices for the Selected Respondent's personnel, along with office equipment and supplies. NYCCDC will not provide computers and electronic systems for use by the Selected Respondent's personnel.

All personnel will be subject to the approval of NYCCDC and the Selected Respondent and replacement at NYCCDC's request.

The scope of the Selected Respondent's services will be Assignment-based, with specific work items and associated hours to be negotiated upon contract award; the contract is subject to approval by the NYCCDC Board. The first Assignment ("Assignment 1") will commence almost immediately upon award and will require the Selected Respondent to mobilize an advance team for approximately three months. The Selected Respondent's advance team for Assignment 1 should include the Project Director and as many of the other Key Personnel as possible, and by the end of the Assignment 1 period all Key Personnel should be ready and available to commence work.

Assignment 1 services will include:

- Initiation of a Project-specific virtual document control system.
- Support during evaluation of Design-Build proposals.
- Office set-up including computer systems.
- Preparation of a Project Plan to include the development of an overall organization and project plan, interface plan, quality plan, compliance plan, outreach plan, administration set up, communication plan as well as processes and procedures for payments, reporting and general management.
- Development of a detailed scope of work and resource plan and subsequent assignments breakdown.

- Development of a deliverables schedule.
- Establishment of a Project documents library.
- Initial risk assessment and development of a risk mitigation plan.
- Set-up of a Project controls system and reporting mechanisms and products.

Other Assignments will be for the primary management services described herein and are anticipated to be negotiated between the Selected Respondent and NYCCDC before completion of Assignment 1. The hourly rates proposed herein will apply to all Assignments under the resulting contract.

The contract between NYCCDC and the Selected Respondent will be for a term of four years, with optional extension by NYCCDC for up to two one-year extension periods. It is anticipated that personnel requirements will vary during the term of the contract and any extension period, as determined by NYCCDC in consultation with the Selected Respondent.

IV. FORM OF TECHNICAL PROPOSAL

Below is a listing of the technical information to be provided by the respondent in a Technical Proposal. No information is required beyond what is requested. NYCCDC requests that all Technical Proposals be bound and organized with dividers identified to match the information requested below:

1. Executive Summary
2. Respondent Prerequisites
3. Project Director Qualifications
4. Other Key Personnel Qualifications
5. Project Management Approach
6. Specialists
7. Diversity Practices

The purpose of the Technical Proposal is to provide respondents with an opportunity to demonstrate their qualifications, competence, and capacity to undertake the engagement described herein, in a manner which complies with applicable laws and regulations, and the requirements of the RFP. The Technical Proposal should specifically detail the respondent's experience and qualifications in providing the services sought by NYCCDC. **There should be no dollar unit or costs included in the Technical Proposal document.**

1. <u>Executive Summary</u>
   Please identify the most significant challenges anticipated in performing the required services on this Project and set forth a suggested management plan for addressing and resolving the challenges. Identify the key reasons why the proposed Project Director and other Key Personnel are most qualified for this assignment.

   This RFP does not require capacity to provide all categories of all project management support services. Proposals must identify all support services that the respondent proposes to provide and any support services that should be provided by others if needed. It is expected that the Project Director will be responsible for oversight and management of all support services even if they are not provided by the Selected Respondent.

2. <u>Respondent Prerequisites</u>
   Only a proposal from a respondent demonstrating experience in the performance of services similar to those contemplated in this RFP shall be considered. NYCCDC, in the exercise of its sole discretion, will determine whether the respondent satisfies the prerequisites.

   Only a firm that can demonstrate the following, to NYCCDC's satisfaction, should submit a proposal, as o<u>nly proposals from such firms will be considered:</u>

A. Prerequisite A: The respondent must demonstrate to the satisfaction of NYCCDC that it has been in the business of project management for at least ten (10) years; and

B. Prerequisite B: The respondent must demonstrate to the satisfaction of NYCCDC that the respondent has the relevant experience and capability to manage a project of a size and type similar to the Project. The respondent shall fulfill this prerequisite by demonstrating to NYCCDC's satisfaction that the respondent, or persons or entities owning and controlling the respondent, has successfully performed or is successfully performing on at least:

(i) two (2) similar contracts on similar projects in size and complexity, each valued at or in excess of $200 million; or

(ii) three (3) similar contracts requiring similar services of similar scope to those required pursuant to this RFP; or

(iii) one (1) contract as specified in item (i) above and two (2) contracts as specified in item (ii) above.

In the event a proposal is submitted by a joint venture, the prerequisites set forth in subparagraphs A and B above will be considered satisfied if any of the joint venture participants individually, can meet those prerequisites.

If the proposal is submitted by a common law joint venture (i.e., a joint venture that has not been established as a distinct legal entity), each participant in such joint venture shall be held jointly and severally liable with respect to this RFP and, unless otherwise expressly stated in this RFP (e.g., subparagraph B above), each such participant must individually execute all documents and satisfy all prerequisites and other requirements of this RFP. Documents signed by a common law joint venture in its proposal submission, shall include the names of all participants of the joint venture followed by the words "acting jointly and severally" and be signed by each of the participants. Each joint venture participant must provide documentation of its legal formation and good standing.

All proposals must include documentation satisfactory to NYCCDC that the respondent fulfills the above prerequisites. By furnishing this RFP to respondents, NYCCDC has not made a determination that the respondents have met the prerequisites or have otherwise been deemed qualified to perform the services. In addition, a determination that a respondent has met the prerequisites is no assurance that such respondent will be deemed qualified in connection with other proposal requirements included herein.

3. <u>Project Director Qualifications</u>
Please provide a detailed profile and resume of the proposed Project Director including the individual's large organization management experience, design-build experience preferably in an owners' role and experience managing projects of comparable size and complexity. For each project listed, please provide the name and location of the project, the owner of the project and the owner's contact information, and a brief description of the project, including size, value and duration of construction, and any distinguishing characteristics of the project. The profile of the proposed Project Director should clearly demonstrate the abilities and track record required by this RFP.

4. <u>Other Key Personnel Qualifications</u>
Please provide a detailed profile and resume of each individual proposed for each of the other Key Personnel positions, including the individual's specific experience in the areas of responsibility covered by the positions. Resumes must reflect in detail the qualifications of the proposed personnel. Please identify the proposed role and scope of responsibility for each. Please provide a description of the last three (3) projects each of these individuals worked on, identifying the role (title, scope of responsibility, reporting structure) each individual played, the firm with which they were affiliated, the owner of the project and the owner's contact information. If your team is selected, there will be no substitution of the proposed individuals without the permission of NYCCDC.

5. Proposed Management Approach
   Please provide a detailed description of your proposed management approach to performance of the required services. Factors addressed in this description should include, but are not limited to, the respondent's proposed organization structure, procedures for keeping NYCCDC apprised of Project status and issues, approach to ensuring the quality of work, the respondent's financial management plans (e.g., forecasting, budgeting, estimating and cash flow management) and proposed safety oversight. The proposal should include a proposed staffing plan for management support services, which will be subject to revision with the Selected Respondent.

6. Specialists
   Please provide detail of other specialists that the respondent would propose to provide beyond the Key Personnel.

7. Diversity Practices
   Respondents to the RFP will be evaluated for diversity practices using the attached Diversity Practices Scoring Matrix (see Attachment G). Respondent shall submit a detailed explanation of how the respondent will achieve the diversity goals for this Project.

V. FORM OF FEE PROPOSAL

Using the form in Attachment E, please provide a Fee Proposal including proposed hourly rates for the following:

- Table 1: Hourly rates for the Project Director, for each of the other Key Personnel.
- Table 2: Hourly rates for generic positions/titles that may be used in the course of the Project.
- Table 3: Rates for all other positions or specialists that may be used on the Project.

Reimbursement for all out-of-pocket expenses is subject to the provisions of Article 7 of Schedule A (CONDITIONS APPLICABLE TO THE CORPORATION'S AGREEMENTS FOR SERVICES/MATERIALS, updated June 2016 available on the ESD website). The proposed hourly rates should be all-inclusive, covering all salary costs, fringe benefits, payroll taxes, general and administrative expenses and profit. Such hourly rates shall be fixed and not subject to escalation for the first 12 months of the Project and thereafter may be increased annually by a maximum of CPI or 3 percent (whichever is lower) per year.

Rates will be subject to negotiation and shall be comparable to rates used on other similar projects for other governmental agencies and departments.

VI. QUESTIONS

All questions, comments, requests for clarification or any other communication regarding this RFP must be submitted in writing no later than 4:00 PM (EST) on October 7, 2016 by e-mail to: ProjectManagementRFP@esd.ny.gov Answers will be posted on or about October 12, 2016.

VII. INTERVIEWS

After review of all proposal submissions, interviews with the selection committee and others, as appropriate, will be requested from one or more respondents in NYCCDC's sole discretion. It should be noted that if a respondent is selected to participate in an interview, the interview may be scheduled for October 24, and will be notified the afternoon of October 21. There will be no opportunity to reschedule the interview. Proposers who are invited to an interview and are not available will be viewed as nonresponsive and will no longer be eligible for award Brief presentations will be permitted, although no information that was not included in the

written, submitted proposal may be presented. The presentation will be followed by a question and answer session. In any case, interviews will be no more than 90 total minutes. Respondent's staff providing the presentation shall be led by the proposed Project Director and supported by the proposed Key Personnel. (Participation by the proposed Estimator and Scheduler is not required.) Notification of presentation scheduling will be made by email. Please provide the name and email address of the person who should be contacted for presentation scheduling as well as an alternate in the event that person is unavailable.

VIII. EVALUATION AND SELECTION PROCESS

Proposals will be ranked based upon the following evaluation criteria:

- Qualifications and experience of proposed Project Director (30 points).
- Qualifications and experience of other proposed Key Personnel (20 points).
- Proposed management approach (20) points.
- Proposed cost of the Project Director, other Key Personnel and additional personnel (15 points).
- Proposed cost for potential generic positions/titles (5 points)
- Diversity practices (10 points).

NYCCDC reserves the right to negotiate with the highest ranked respondent and in the event an agreement cannot be reached with the Selected Respondent, NYCCDC will negotiate with the next highest ranked respondent, and will continue that process until an agreement is reached.

IX. SUBMISSION INSTRUCTIONS

All proposals must be delivered to the below address by no later than 12:00 PM (EDT) on October 19, 2016. Please provide eight (8) hard copies and one electronic copy (USB or flash drive) of your proposal.

Empire State Development
633 Third Avenue 35th Floor
New York, New York 10017-8167
Attention: Edgar Camacho
Re RFP for Javits Convention Center Expansion
Project Management Services

ESD will not accept proposals submitted electronically (*e.g.*, via electronic mail or fax).

Late submittals cannot be accepted.

If the proposal is to be delivered by hand, please note that **the person delivering the proposal will not be permitted access up to ESD's offices in the 633 Third Avenue building**. The person delivering the proposal must call the ESD mailroom from the dedicated reception counter in the building lobby and notify the person answering the call that there is a person in the lobby to deliver the proposal submission and that an ESD representative should meet that person in the lobby to receive the proposal submission.

The technical proposal should be no more than 50 pages excluding forms and resumes (double-sided using 12 point or greater font size). Each resume included in the proposal should be 2 pages except for the proposed Project Director which is unlimited , double-sized using 12 point or larger font size. The proposal pages shall be numbered and bound, or in a 3-ring binder, with "Firm Name" and **Javits Convention Center Expansion Project Management Proposal** clearly indicated on the cover.

The respondent should submit a proposal that clearly and concisely provides requested information. Emphasis should be concentrated on conformance to the RFP instructions and requirements, as well as completeness and clarity in its proposal response. The respondent is advised to thoroughly read and follow all instructions contained in this RFP. Proposals that do not comply with these instructions or do not meet the

full intent of all the requirements of this RFP may be subject to scoring reductions during the evaluation process or may be deemed non-responsive.

To assist respondents, a Proposal Checklist (Attachment I) is located at the end of this RFP. A proposal that does not provide all the information requested below may be subject to rejection. A complete proposal for this RFP is comprised of three (3) separate sealed proposals: Technical, Fee, and Administrative. Please see below for content and submission details.

The proposal should use the respondent's full legal name without abbreviations.

Please provide the address to which any written correspondence to the respondent should be sent, as well as the contact person's name, phone number and email address.

ESD may request additional information from any respondent.

Submission of a Complete Three-Part Proposal

Firms submitting a proposal are indicating their acceptance of the conditions in this RFP. When submitting each proposal (Technical, Price, and Administrative), respondents should comply with the following:

1. Technical Proposals (Section IV), Price Proposals (Section V), and Administrative Proposals (Section XII) will be submitted in separately sealed packages.

2. "Original" documents will have an original signature and be clearly marked "Original".

3. Clearly mark the outside packaging for each set of sealed proposals (Technical, Price, and Administrative).

4. Clearly mark the original and each copy as "RFP – Javits Convention Center Expansion Project Management Proposal submitted by [Respondent's name]".

5. Please provide eight (8) hard copies and one electronic copy (USB or Flash Drive) of your proposal.

X. GENERAL PROVISIONS

The issuance of this RFP and the submission of a response by a firm or the acceptance of such a response by NYCCDC does not obligate NYCCDC in any manner. NYCCDC reserve the right to:

1. Amend, modify or withdraw this RFP;
2. Revise any requirement of this RFP;
3. Require supplemental statements or information from any responsible party;
4. Accept or reject any or all responses hereto;
5. Extend the deadline for submission of responses hereto;
6. Negotiate potential contract terms with any respondent to this RFP;
7. Engage in discussions with any respondent to this RFP to correct and/or clarify responses that do not conform to the instructions contained herein;
8. Cancel, or reissue in whole or in part, this RFP, if NYCCDC determines in its sole discretion that it is their best interest to do so; and
9. Extend the term of any contract on terms consistent with this RFP.

NYCCDC may exercise the foregoing rights at any time without notice and without liability to any respondent or any other party for its expenses incurred in preparation of responses hereto or otherwise. All costs associated with responding to this RFP will be at the sole cost and expense of the respondent.

All information submitted in response to this RFP is subject to the Freedom of Information Law ("FOIL"), which generally mandates the disclosure of documents in the possession of NYCCDC upon the request of any person unless the content of the document falls under a specific exemption to disclosure. In addition, all proposals may be discussed at meetings of the NYCCDC Directors, which meetings are subject to the Open Meetings Law.

Required Approvals

The awarded contract, if any, may be subject to review and approval by the Office of the State Comptroller ("OSC") pursuant to Public Authorities Law §2879-a and the regulations issued thereunder. Such OSC review and approval may be required of contracts or contract amendments over a certain dollar value where such contracts are paid in whole or in part with monies appropriated by the State, or were awarded on a basis other than a competitive procurement (as that term is defined in the law and regulations). If the awarded contract is subject to OSC review and approval, the contract shall not be valid and enforceable, nor shall NYCCDC have any liability of any kind arising from or in connection with the contract, unless and until OSC approval has been received.

Compensation

The contract with the Selected Respondent will provide for payment of hourly rates for time actually and necessarily expended by the Project Director and other Key Personnel, who are expected to work full-time on the Project, and by other personnel of the Selected Respondent for support services; and reimbursable expenses for direct out-of-pocket expenses incurred by the Selected Respondent and for out-of-town travel in accordance with Article 7 of Schedule A and other miscellaneous items approved by NYCCDC. Hourly rates will be paid only for time actually worked on the Project (not including vacation, sick, holiday, training and other time not worked).

A total not-to-exceed amount covering all compensation will be established with the Selected Respondent.

The contract also may provide for a discretionary bonus pool funded by NYCCDC, which will be negotiated with the Selected Respondent.

Compensation for Overtime Work. For the Selected Respondent's full-time personnel classified as non-exempt and dedicated solely to the Project, compensation for overtime work that the Selected Respondent is required by law to pay to such personnel shall be reimbursed by NYCCDC provided that such overtime work has been approved in writing by NYCCDC. For the Selected Respondent's personnel classified as exempt, there shall be no compensation by NYCCDC for more than forty (40) hours per week.

Performance

The Selected Respondent's performance will be assessed by NYCCDC according to the achievement of the Selected Respondent's contractual obligations in a timely and professional manner, as set forth in the resulting contract. NYCCDC will utilize progress reports and periodic meetings to ensure that the work is carried out on a timely basis and results in effective recommendations and work products.

The Selected Respondent warrants that its services shall be performed in accordance with applicable professional standards and that the Selected Respondent shall correct, at no charge to NYCCDC, services which fail to meet applicable professional standards and which result in obvious or patent errors in the progression of its work.

Personnel

The Selected Respondent personnel assigned to work on this Project shall be subject to approval by NYCCDC. It is highly desirable that personnel assigned to work on this Project continue to work on this Project until completion. The Selected Respondent should notify NYCCDC of any proposed changes in personnel

immediately. NYCCDC has an absolute right and discretion to approve or disapprove any proposed changes in personnel. NYCCDC, in each instance, will be provided with a summary of experience of the proposed substitute and an opportunity to interview that person, prior to giving its approval or disapproval; approval shall not be unreasonably withheld.

The Selected Respondent specifically represents and agrees that its members, officers, employees, agents, servants, consultants, shareholders, and subcontractors have and shall possess the experience, knowledge, and character necessary to qualify them individually for the particular duties proposed to be performed hereunder.

Any contract resulting from this RFP is intended to secure the services of the Selected Respondent because of its ability and shall not be assigned, conveyed, transferred, or disposed of by the Selected Respondent.

The Selected Respondent agrees not to subcontract any of its services, unless as indicated in its proposal, without the prior written approval of the NYCCDC. Approval shall not be unreasonably withheld upon receipt of written request to subcontract. All employees of the Selected Respondent, or of its Subcontractors, who shall perform Services under this contract, shall possess the necessary qualifications, training, licenses, and permits as may be required within the jurisdiction where the Services specified are to be provided or performed, and shall be legally entitled to work in such jurisdiction. All persons, corporations, or other legal entities that perform Services under the resulting Contract on behalf of the Selected Respondent shall, in performing the Services, comply with all applicable Federal and State laws concerning employment in the United States.

XI. FORM OF CONTRACT

Following final selection of a Selected Respondent, NYCCDC will prepare a contract defining all terms and conditions of the engagement and the Selected Respondent's responsibilities in conformance with "Schedule A," which can be found at:

(For Consultants)

http://rsd.ny.gov/corporateinformation/Data/ScheduleA.pdf

XII. PROCUREMENT FORMS AND REQUIREMENTS (FORM OF ADMINISTRATIVE PROPOSAL)

Additional requirements for this RFP are described below and should be included in a separately bound package. Relevant forms, where required to be submitted, should be executed and included in the submission in the same order as listed below:

Submit with Proposal Submission Cover Sheet (attached to this RFP), submit with proposal, and

1. State Finance Law §§139-j and 139-k forms
2. Vendor Responsibility Questionnaire
3. Iran Divestment Act Statement
4. Non-Discrimination and Contractor & Supplier Diversity Requirements
5. Encouraging the Use of NYS Businesses in Contract Performance Form
6. Certification under State Tax Law Section 5-a
7. Schedule A (for review only—no submission requirement)
8. Project Sunlight (for review only—no submission requirement)
9. Insurance Requirements

1. State Finance Law Sections 139-j and 139-k forms

State Finance Law Sections 139-j and 139-k (collectively, the "Procurement Requirements") apply to this RFP. These Procurement Requirements: (1) govern permissible communications between potential respondents and NYCCDC or other involved governmental entities with respect to this RFP; (2) provide for increased disclosure in the public procurement process through identification of persons or organizations whose function is to influence procurement contracts, public works agreements and real property transactions; and (3) establish sanctions for knowing and willful violations of the provisions of the Procurement Requirements, including disqualification from eligibility for an award of any contract pursuant to this RFP. Compliance with the Procurement Requirements requires that all communications regarding this RFP, from the time of its issuance through final award and execution of any resulting contract (the "Restricted Period"), be conducted only with the designated contact persons listed below; the completion by Respondents of the Offerer's Disclosure of Prior Non-Responsibility Determinations, and the Offerer's Affirmation of Understanding and Agreement pursuant to State Finance Law (each form is accessible at the Required Forms for Vendors link at the ESD web site under "RFPs/RFQs"); and periodic updating of such forms during the term of any contract resulting from this RFP. Respondents must submit the Offerer Disclosure of Prior Non-Responsibility Determinations, and the Offerer's Affirmation of Understanding and Agreement pursuant to State Finance Law as part of their submittal. Copies of these forms are available at:
http://www.empire.state.ny.us/CorporateInformation/Data/RFPs/RequiredForms/SF_Law1 39_JK.pdf.
The Procurement Requirements also require ESD and NYCCDC staff to obtain and report certain information when contacted by prospective respondents during the Restricted Period, make a determination of the responsibility of Respondents and make all such information publicly available in accordance with applicable law. If a prospective respondent is found to have knowingly and willfully violated the State Finance Law provisions, that prospective respondent and its subsidiaries, related or successor entities will be determined to be a non- responsible Respondent and will not be awarded any contract issued pursuant to this solicitation. In addition, two such findings of non-responsibility within a four-year period can result in debarment from obtaining any New York State governmental procurement contract. The designated contacts for this solicitation are Samantha Lord and Daniel Friedman. They can be contacted at ProjectManagementRFP@esd.ny.gov

This is not a complete presentation of the provisions of the Procurement Requirements. A copy of State Finance Law Sections 139-j and 139-k can be found at:
http://esd.ny.gov/CorporateInformation/Data/RFPs/RequiredForms/PermissibleContactsPolicy_Jan2007.pdf.
All potential Respondents are solely responsible for full compliance with the Procurement Requirements. Both the prime consultant and any sub-consultants must complete the forms required above.

2. Vendor Responsibility Questionnaire

All Respondents to this RFP must be "responsible," which in this context means that they must have the requisite financial ability, organizational capacity and legal authority to carry out its obligations under this RFP, and in addition must demonstrate that both the Respondent and its principals have and will maintain the level of integrity needed to contract with New York State entities such NYCCDC. Further, the Respondent must show satisfactory performance of all prior government contracts. Accordingly, the contract to be entered into between NYCCDC and the Selected Respondent, if any, shall include clauses providing that the Selected Respondent remain "responsible" throughout the term of the contract, that NYCCDC may suspend the contract if information is discovered that calls into question the responsibility of the contracting party, and that NYCCDC may terminate the contract based on a determination that the contracting party is non-responsible. On request, model language to this effect will be provided to any Respondent to this RFP.

To assist in the determination of responsibility, NYCCDC requires that all respondents to this RFP register in the State's Vendor Responsibility System ("Vend-Rep System"). The Vend-Rep System allows business entities to enter and maintain their Vendor Responsibility Questionnaire information in a secure, centralized database. New York State Procurement Law requires that state agencies award contracts only to responsible vendors. Respondents are to file the required Vendor Responsibility Questionnaire online via the Vend-Rep System or may choose to complete and submit a paper questionnaire. Please include a copy of your Vend-Rep submission receipt or paper questionnaire with your proposal.

To enroll in and use the Vend-Rep System, see the System Instructions available at http://www.osc.state.ny.us/vendrep/ or go directly to the Vend-Rep system online at https://portal.osc.state.ny.us. For direct Vend-Rep System user assistance, the Office of the State Comptroller's Help Desk may be reached at 866-370-4672 or 518-408-4672 or by email at helpdesk@osc.state.ny.us.

Respondents opting to file a paper questionnaire can obtain the appropriate questionnaire from the Vend-Rep website (http://www.osc.state.ny.us/vendrep/forms_vendor.htm) and execute accordingly pertaining to the company's trade industry. Per the website, respondents are to "Select the questionnaire which best matches the business type (either For-Profit or Not-For-Profit) and business activity (Construction or Other)."

3. Iran Divestment Act

Every proposal made to NYCCDC pursuant to a competitive solicitation should contain the following statement, signed by the Respondent on company letterhead and affirmed as true under penalty of perjury:

"By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to paragraph (b) of subdivision 3 of section 165-a of the State Finance Law."

The list in question is maintained by the Office of General Services. For further information and to view this list please go to: http://www.ogs.ny.gov/about/regs/ida.asp

4. Non-Discrimination and Contractor & Supplier Diversity Requirements

CONTRACTOR REQUIREMENTS AND PROCEDURES FOR PARTICIPATION BY NEW YORK STATE-CERTIFIED MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISES AND EQUAL EMPLOYMENT OPPORTUNITIES FOR MINORITY GROUP MEMBERS AND WOMEN

NEW YORK STATE LAW

Pursuant to New York State Executive Law Article 15-A and Parts 140-145 of Title 5 of the New York Codes, Rules and Regulations NYCCDC is required to promote opportunities for the maximum feasible participation of New York State-certified Minority and Women-owned Business Enterprises ("MWBEs") and the employment of minority group members and women in the performance of NYCCDC's contracts.

Business Participation Opportunities for MWBEs

For purposes of this solicitation, NYCCDC hereby establishes an overall goal of 30 percent for MWBE participation, 15 percent for New York State-certified Minority-owned Business Enterprise ("MBE") participation and 15 percent for New York State-certified Women-owned Business Enterprise ("WBE") participation (based on the current availability of MBEs and WBEs). The Selected Respondent must document its good faith efforts to provide meaningful participation by MWBEs as subcontractors and suppliers in the performance of the Contract. To that end, by submitting a response to this RFP, the respondent agrees that NYCCDC may withhold payment pursuant to any Contract awarded as a result of this RFP pending receipt of the required MWBE documentation. The directory of MWBEs can be viewed at: https://ny.newnycontracts.com. For guidance on how NYCCDC will evaluate a Contractor's "good faith efforts," refer to 5 NYCRR § 142.8.

The respondent understands that only sums paid to MWBEs for the performance of a commercially useful function, as that term is defined in 5 NYCRR § 140.1, may be applied towards the achievement of the applicable MWBE participation goal. The portion of a contract with an MWBE serving as a broker that shall be deemed to represent the commercially useful function performed by the MWBE shall be 25 percent of the total value of the contract.

In accordance with 5 NYCRR § 142.13, the respondent further acknowledges that if it is found to have willfully and intentionally failed to comply with the MWBE participation goals set forth in this Contract resulting from this RFP, such finding constitutes a breach of contract and NYCCDC may withhold payment as liquidated damages.

Such liquidated damages shall be calculated as an amount equaling the difference between: (1) all sums identified for payment to MWBEs had the Selected Respondent achieved the contractual MWBE goals; and (2) all sums actually paid to MWBEs for work performed or materials supplied under the Contract.

By submitting a bid or proposal, a respondent agrees to demonstrate its good faith efforts to achieve the applicable MWBE participation goals by submitting evidence thereof through the New York State Contract System ("NYSCS"), which can be viewed at https://portal.osc.state.ny.us, provided, however, that a respondent may arrange to provide such evidence via a non-electronic method by contacting CCDC's Office of Contractor and Supplier Diversity ("OCSD").

Additionally, a espondent will be required to submit the following documents and information as evidence of compliance with the foregoing:

A. An MWBE Utilization Plan with their bid or proposal. Any modifications or changes to an accepted MWBE Utilization Plan after the Contract award and during the term of the Contract must be reported on a revised MWBE Utilization Plan and submitted to OCSD for review and approval.

   OCSD will review the submitted MWBE Utilization Plan and advise the respondent of OCSD's acceptance or issue a notice of deficiency within 30 days of receipt.

B. If a notice of deficiency is issued, the respondent will be required to respond to the notice of deficiency within seven (7) business days of receipt by submitting to OCSD at OCSD@esd.ny.gov, a written remedy in response to the notice of deficiency. If the written remedy that is submitted is not timely or is found by OCSD to be inadequate, OCSD shall notify the respondent and direct the respondent to submit, within five (5) business days, a request for a partial or total waiver of MWBE participation goals. Failure to file the waiver form in a timely manner may be grounds for disqualification of the bid or proposal.

NYCCDC may disqualify a respondent as being non-responsive under the following circumstances:

a) If a respondent fails to submit an MWBE Utilization Plan;
b) If a respondent fails to submit a written remedy to a notice of deficiency;
c) If a respondent fails to submit a request for waiver; or
d) If NYCCDC determines that the respondent has failed to document good faith efforts.

The successful respondent will be required to attempt to utilize, in good faith, any MBE or WBE identified within its MWBE Utilization Plan, during the performance of the Contract. Requests for a partial or total waiver of established goal requirements made subsequent to Contract Award may be made at any time during the term of the Contract to NYCCDC, but must be made no later than prior to the submission of a request for final payment on the Contract.

The successful respondent will be required to submit a quarterly M/WBE Contractor Compliance & Payment Report to NYCCDC, by the 10th day following each end of quarter over the term of the Contract documenting the progress made toward achievement of the MWBE goals of the Contract.

Equal Employment Opportunity Requirements

By submission of a bid or proposal in response to this solicitation, the respondent agrees with all of the terms and conditions of Form OCSD-1, MWBE Participation/EEO Policy Statement. The respondent is required to ensure that it and any subcontractors awarded a subcontract for the construction, demolition, replacement, major repair, renovation, planning or design of real property and improvements thereon (the "Work"), except where the Work is for the beneficial use of the respondent,

undertake or continue programs to ensure that minority group members and women are afforded equal employment opportunities without discrimination because of race, creed, color, national origin, sex, age, disability or marital status. For these purposes, equal opportunity shall apply in the areas of recruitment, employment, job assignment, promotion, upgrading, demotion, transfer, layoff, termination, and rates of pay or other forms of compensation. This requirement does not apply to: (i) work, goods, or services unrelated to the Contract; or (ii) employment outside New York State.

The respondent will be required to submit Form OCSD-1, MWBE Participation/EEO Policy Statement, to NYCCDC with its bid or proposal.

If awarded a Contract, respondent shall submit a Workforce Utilization Report and shall require each of its Subcontractors to submit a Workforce Utilization Report, in such format as shall be required by NYCCDC on a monthly basis during the term of the Contract.

Further, pursuant to Article 15 of the Executive Law (the "Human Rights Law"), all other State and Federal statutory and constitutional non-discrimination provisions, the Selected Respondent and sub-contractors will not discriminate against any employee or applicant for employment because of race, creed (religion), color, sex, national origin, sexual orientation, military status, age, disability, predisposing genetic characteristic, marital status or domestic violence victim status, and shall also follow the requirements of the Human Rights Law with regard to non-discrimination on the basis of prior criminal conviction and prior arrest.

Please Note: Failure to comply with the foregoing requirements may result in a finding of non-responsiveness, non-responsibility and/or a breach of the Contract, leading to the withholding of funds, suspension or termination of the Contract or such other actions or enforcement proceedings as allowed by the Contract.

Diversity Practices

NYCCDC has determined, pursuant to New York State Executive Law Article 15-A, that the assessment of the diversity practices of respondents is practical, feasible, and appropriate. Accordingly, respondents shall be required to include as part of their response to this procurement the Diversity Practices Questionnaire.

Service-Disabled Veteran-Owned Businesses

Article 17-B of the Executive Law enacted in 2014 acknowledges that Service-Disabled Veteran-Owned Businesses (SDVOBs) strongly contribute to the economies of the State and the nation. As defenders of our nation and in recognition of their economic activity in doing business in New York State, respondents for this contract for commodities, services or technology are strongly encouraged and expected to consider SDVOBs in the fulfillment of the requirements of the Contract. Such partnering may be as subcontractors, suppliers, protégés or other supporting roles. SDVOBs can be readily identified on the directory of certified businesses at: http://ogs.ny.gov/Core/docs/CertifiedNYS_SDVOB.pdf.

Respondents need to be aware that they will be strongly encouraged to the maximum extent practical and consistent with legal requirements of the State Finance Law and the Executive Law to use responsible and responsive SDVOBs in purchasing and utilizing commodities, services and technology that are of equal quality and functionality to those that may be obtained from non-SDVOBs. Furthermore, respondents are reminded that they must continue to utilize small, minority and women-owned businesses consistent with current State law.

For purposes of the RFP, NYCCDC hereby establishes a goal of 3% for SDVOBs, based on the current availability of qualified SDVOBs. The Selected Respondent must document Good Faith Efforts to provide meaningful participation by SDVOBs in the performance of the Contract.

A copy of each respondent's SDVOB Contract Performance Use form proposing specific certified firms to be utilized or industries where SDVOB firms shall be sought is to be included as part of the response to this RFP.

A copy of the form is available at:
http://esd.ny.gov/CorporateInformation/Data/RFPs/SDVOBContractPerformanceUse.pdf

General inquiries or questions relating to aforementioned policies, MWBE and SDVOB participation and the goals specified herein may be addressed to OCSD at OCSD@ESD.NY.GOV.

5. Encouraging the Use of NYS Businesses in Contract Performance Form

New York State businesses have a substantial presence in State contracts and strongly contribute to the economies of the state and the nation. In recognition of their economic activity and leadership in doing business in New York State, bidders/proposers for this C ontract for commodities, services or technology are strongly encouraged and expected to consider New York State businesses in the fulfillment of the requirements of the Contract. In order for NYCCDC to assess the use of New York State businesses in each Proposal, NYCCDC requests that each respondent complete the Encouraging Use of New York State Businesses in Contract Performance form, accessible here:
http://esd.ny.gov/CorporateInformation/Data/ENCOURAGINGUSEOFNEWYORKSTATEBUSINESSESINCONTRACTPERFORMANCE.pdf.

6. Certification under State Tax Law Section 5-a

Any contract resulting from this solicitation is also subject to the requirements of State Tax Law Section 5-a ("STL 5-a"). STL 5-a prohibits NYCCDC from approving any such contract with any entity if that entity or any of its affiliates, subcontractors or affiliates of any subcontractor makes sales within New York State of tangible personal property or taxable services having a value over $300,000 and is not registered for sales and compensating use tax purposes. To comply with STL 5-a, all respondents to this solicitation must include in their Proposals a properly completed Form ST-220-CA
(http://www.tax.ny.gov/pdf/current_forms/st/st220ca_fill_in.pdf), or an affidavit
(http://esd.ny.gov/CorporateInformation/Data/RFPs/RequiredForms/STL_5A_Affidavit.pdf) that the respondent is not required to be registered with the State Department of Taxation and Finance. Also in accordance with the requirements of STL 5-a, any contract resulting from this solicitation will require periodic updating of the certifications contained in Form ST-220-CA. Solicitation responses that do not include a properly completed ST-220-CA will be considered incomplete and non-responsive and will not be considered for contract award. Only the prime consultant completes Form ST 220-CA, but Schedule A to Form ST 220-CA requires detailed information from the sub-consultants, such as tax ID number, etc., if applicable. Moreover, if applicable, certificates of authority must be attached by the prime consultant and all the subconsultants.

7. Schedule A

Following final selection of a Selected Respondent, NYCCDC will prepare a contract defining all terms and conditions of the engagement and the Selected Respondent's responsibilities in conformance with "Schedule A," which can be found at:

(For Consultants)

http://rsd.ny.gov/corporateinformation/Data/ScheduleA.pdf

Please note Respondents do not need to complete the entire Schedule A with the submission of their Proposal. However, respondents should still review these terms, which are standard in all NYCCDC contracts, and raise any concerns present prior to submission of their Proposal, as respondents will need to accept these terms prior to contract execution.

8. Project Sunlight

This procurement is subject to the Public Integrity Reform Act of 2011. Under the Public Integrity Reform Act of 2011, "appearances" (broadly defined and including any substantive interaction that is meant to have an impact on the decision-making process of a state entity) before a public benefit corporation such as NYCCDC by a person (also broadly defined) for the purposes of procuring a state contract for real property (as contemplated in this RFP) must be reported by NYCCDC to a database maintained by the State Office of

General Services that is available to members of the public. If in doubt as to the applicability of Project Sunlight, respondents and their advisors should consult the Laws of 2011, Ch. 399 for guidance.

9. Insurance Requirements

A. The Selected Respondent shall provide insurance as follows:

The Selected Respondent specifically agrees to maintain the following insurance coverages in the limits provided below:

(1) Workers' Compensation Insurance

(a) Workers' Compensation - Statutory Limits; Employer's Liability

(b) Employer Liability Limits:

$1,000,000	Bodily Injury each Accident
$1,000,000	Bodily Injury by Disease – Policy Limit
$1,000,000	Bodily Injury by Disease – Each Employee

(2) Commercial General Liability Insurance

(a) Limits of Liability

$2,000,000	Each Occurrence
$4,000,000	General Aggregate
$4,000,000	Products/Completed Operations Aggregate
$5,000	Medical Expense Limit (any one person)
$50,000	Fire Damage Legal liability (any one fire)

(b) Coverage shall be on an Occurrence form and apply to bodily injury and property damage.

1. Limits shall apply on a "per project" basis.

2. Policy shall be written on form CG 00 01 or its equivalent and shall not include any exclusions or limitations other than those incorporated in the standard form.

3. Contractual Liability and Additional Insured Coverage shall not include any limitations for injuries to your own employees.

4. Products and Completed Operations Liability shall be maintained for six (6) years beyond completion and acceptance of the projects.

5. There shall be no XCU exclusion (Explosion, Collapse or Underground),

6. There shall be no "Labor Law" or other gravity related injuries exclusion.

7. Shall include coverage for Independent Contractors

8. Shall include Contractual Liability for liability assumed under this Contract and all other Contracts relative to the projects

9. There shall be no contractual exclusion, or any other policy exclusions, for work done within 50 Feet of a Railroad, Light Rail, Subway or similar tracked conveyance or provide endorsement # CG2417-Contractual Liability – Railroads

(3) Automobile Liability Insurance

(a) $1,000,000 Bodily Injury/Property Damage Combined Single Limit

(b) Commercial Automobile Liability Insurance to cover all vehicles including owned, non-owned and hired.

(4) Excess Liability

Limits of Liability: $10,000,000
Coverage should be at least as broad as and follow form of Employer's Liability, General Liability, and Auto Liability. Policy to include a drop down provision over primary policies.

(5) Professional Liability

Minimum Limits of Liability: $2,000,000 claim / aggregate

Shall be maintained in effect for an additional 3 years following completion of the projects

The limits of liability shown for each type of insurance coverage to be provided by the Selected Respondent and any subcontractors pursuant hereto shall not be deemed to constitute a limitation of the Selected Respondent's liability for claims hereunder or otherwise.

As respects General Liability, the additional insured endorsements shall be on a form at least as broad as ISO Forms CG2010 07 04 & CG2037 07 04 combined and shall not include any exclusions that limit the scope of coverage beyond that provided to the named insured. This requirement applies to all policies under which the above parties are required to be named as Additional Insureds. The additional insured coverage shall include completed operations coverage for the Additional Insureds for a period of not less than 36 months after completion of the project.

(a) Selected Respondent shall, by specific endorsement to its primary commercial general liability policy, pollution and automobile liability policy, cause the coverage afforded to the Additional Insureds thereunder to be primary to and non-contributory with any other valid and collectible insurance available to the Additional Insureds.

(b) Selected Respondent shall, by specific endorsement to its umbrella/excess liability policy, cause the coverage afforded to the Additional Insureds thereunder to be first tier umbrella/excess coverage above the primary coverage afforded to the Additional Insureds as set forth in paragraph (f) above and non-contributory with or excess to any other valid and collectible insurance available to the Additional Insureds whether provided on a primary or excess basis.

(c) Selected Respondent shall, by specific endorsement to its primary and umbrella/excess liability policies, cause the coverage afforded thereunder to include blanket written contractual liability covering all indemnity agreements set forth in this contract and any Addendum thereto;

(d) Selected Respondent shall, by specific endorsement to its primary and umbrella/excess liability policies, cause the coverage afforded thereunder to include products liability and completed operations, with the provision that coverage shall extended for a period of at least 36 months after completion of the projects;

(e) Selected Respondent shall, by specific endorsement to its primary and umbrella/excess liability policies, provide that defense costs are not be considered as damages so as to erode the policy limits required under sections 1 – 5 above.

(f) Selected Respondent shall evidence that its primary and umbrella/excess liability policies do not include any residential exclusions.

(g) Selected Respondent policies shall contain a waiver of subrogation in favor of the NYCCDC and Additional Insureds and all others as required by contract.

(h) All policies required under this Contract shall be provided by carriers licensed and authorized to do business in the State of New York carrying minimum A.M. Best ratings of A, XII. Policies written on a surplus lines or non-admitted basis are subject to approval by NYCCDC.

(i) Deductibles and Self-Insured Retentions Any deductibles or self-insured retentions must be declared to and approved by NYCCDC.

(j) Selected Respondent shall require all subcontractors to include Additional Insured endorsement CG 2038 04 13 and CG 20 37 07 04 with respect to General Liability.

(k) Certificates evidencing the foregoing insurance overages must be furnished by the Selected Respondent to, and be approved by NYCCDC, before the Selected Respondent will be permitted to do any work under this Subcontract. Certificates, Notices of Cancellation, or changes, etc., are to be sent by Selected Respondent, directly to NYCCDC at 633 Third Avenue, New York, New York 10017. The Selected Respondent, Selected Respondent's agent and Selected Respondent's insurance carrier(s) must reconcile all policy requirements to the satisfaction of NYCCDC. The Selected Respondent shall provide certified copies of all required policies within 15 days after receipt of request for such information.

If the Selected Respondent fails to purchase, or fails to continue in force until completion of the Selected Respondent's service, insurance in the amounts indicated above, NYCCDC may purchase such insurance and the cost thereof shall be borne by the Selected Respondent and may be deducted from any amounts owed by NYCCDC to the Selected Respondent.

Additional Insured – The following entities shall be named as ADDITIONAL INSURED by the Selected Respondent and all subcontractors and/or subconsultants on Commercial General Liability Insurance, Automobile Liability, Excess Liability and Pollution Liability policies:

New York Convention Center Development Corporation
New York Urban Development Corporation d/b/a Empire State Development

The Selected Respondent subconsultants and subcontractors specifically agrees to maintain the following insurance coverages in the limits provided below:

The Selected Respondent shall require all subcontractors, subconsultants involved in crane operation, demolition, excavation, foundation, site utilities, steel erection and hoisting (including elevators) to comply with the requirements noted above and provide the following coverage limits stated below:

(1) Workers' Compensation Insurance

(a) Workers' Compensation – Statutory Limits; Employer's Liability

(b) Employer Liability Limits:

$1,000,000	Bodily Injury each Accident
$1,000,000	Bodily Injury by Disease – Policy Limit
$1,000,000	Bodily Injury by Disease – Each Employee

(2) Commercial General Liability Insurance

(a) Limits of Liability

$2,000,000	Each Occurrence
$4,000,000	General Aggregate
$4,000,000	Products/Completed Operations Aggregate
$ 5,000	Medical Expense Limit (any one person)
$ 50,000	Fire Damage Legal liability (any one fire)

(b) Coverage shall be on an Occurrence form and apply to bodily injury and property damage.

1. These limits shall apply on a "per project" basis.

2. Policy shall be written on form CG 00 01 or its equivalent and shall not include any exclusions or limitations other than those incorporated in the standard form.

3. Contractual Liability and Additional Insured Coverage shall not include any limitations for injuries to your own employees.

4. Products and Completed Operations Liability shall be maintained for six (6) years beyond completion and acceptance of the projects.

5. There shall be no XCU exclusion (Explosion, Collapse or Underground),

6. There shall be no "Labor Law" or other gravity related injuries exclusion.

7. Shall include coverage for Independent Contractors

8. Shall include Contractual Liability for liability assumed under this Contract and all other Contracts relative to the projects:

9. There shall be no contractual exclusion, or any other policy exclusions, for work done within 50 Feet of a Railroad, Light Rail, Subway or similar tracked conveyance or provide endorsement # CG2417-Contractual Liability-Railroads

(3) Automobile Liability Insurance

(a) $1,000,000 Bodily Injury/Property Damage Combined Single Limit
(b) Commercial Automobile Liability Insurance to cover all vehicles including owned, non-owned and hired.

(4) Excess Liability

Limits of Liability: $10,000,000
Coverage should be at least as broad as and follow form of Employer's Liability, General Liability, and Auto Liability. Policy to include a drop down provision over primary policies.

(5) Professional Liability

Minimum Limits of Liability: $2,000,000 claim / aggregate

Shall be maintained in effect for an additional 3 years following completion of the projects

(6) Contractor's Pollution Liability As Required

(a) Limits of Liability: $ 5,000,000 per occurrence
$ 5,000,000 annual aggregate

Certificates of Insurance – Certificates of insurance reasonably acceptable to NYCCDC shall be filed with NYCCDC within ten (10) days after award of the contract to the Selected Respondent and prior to commencement of the Work. All required insurance shall be maintained without interruption from the date of commencement of the Work until the date of the final payment and for a minimum of six (6) years following for products / completed operations. These certificates and the insurance policies shall contain a provision that coverages afforded under the policies will not be materially modified, cancelled or allowed to expire until at least thirty (30) days' prior written notice has been given to NYCCDC, with a copy to the Selected Developer (if applicable). The provisions of this section shall apply to all policies of insurance required to be maintained by the Selected Respondent pursuant to the contract.

Certified Copies of Policies – Upon request, the Selected Respondent shall furnish NYCCDC with a certified copy of each policy.

Other Insurance – Any type of insurance or any increase of limits of liability not described in this section which the Selected Developer requires for its own protection or on account of any statute shall be their own responsibility and at their own expense.

No party subject to the provisions of the contract shall violate or knowingly permit to be violated any of the provisions of the policies of insurance described herein.

B. All insurance required to be procured and maintained must be procured from insurance companies rated at least A- by A.M. Best and Company, or meet such other requirements as are acceptable to NYCCDC.

C. Should the Selected Respondent fail to provide or maintain any insurance required by this contract, NYCCDC may, after providing written notice to the Selected Respondent, purchase insurance complying with the requirements of this Article and charge back such purchase to the Selected Respondent.

D. At any time that the coverage provisions and limits on the policies required herein do not meet the provisions and limits set forth above, the Selected Respondent shall immediately cease work on the Project. The Selected Respondent shall not resume work on the Project until authorized to do so by NYCCDC. Any delay or time lost as a result of the Selected Respondent not having insurance required by this Article shall not give rise to any claim against NYCCDC. Notwithstanding any other provision in this Article, NYCCDC may require the Selected Respondent to provide, at the expense of NYCCDC, any other form or limit of insurance necessary to secure the interests of NYCCDC.

E. The Selected Respondent shall secure, pay for, and maintain Property Insurance necessary for protection against the loss of owned, borrowed or rented capital equipment and tools, including any tools owned by employees, and any tools or equipment, staging towers, and forms owned, borrowed or rented by the Selected Respondent. The requirement to secure and maintain such insurance is solely for the benefit of the Selected Respondent. Failure of the Selected Respondent to secure such insurance or to maintain adequate levels of coverage shall not render the Additional Insureds or their agents and employees responsible for any losses; and the Additional Insureds, their agents and employees shall have no such Liability.

F. Neither the procurement nor the maintenance of any type of insurance by NYCCDC or the Selected Respondent shall in any way be construed or deemed to limit, discharge, waive or release the Selected Respondent from any of the obligations or risks accepted by the Selected Respondent or to be a limitation on the nature or extent of said obligations and risks of the Selected Respondent.

G. The contract may, at the sole option of NYCCDC, be declared void and of no effect if the Selected Respondent fails to comply with the provisions of this Article.

H. The Selected Respondent and its subcontractors shall not violate, or permit to be violated, any term or condition of their insurance policies, and shall at all times satisfy the safety requirements of NYCCDC and of the insurance companies issuing such policies.

ATTACHMENT A

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SCOPE OF SERVICES

Scope of Services for Project Management – Jacob K. Javits Convention Center Expansion

Project Management

- Lead, manage and coordinate the Project team and overall Project including all day-to-day activities necessary to achieve completion including the DB Work, the Related Work and any other direct contracts that may be required to achieve completion
- Act as the representative of NYCCDC in all contract requirements as outlined in the Design Build contract
- Identify, manage, design, procure and execute construction and commission of Related Work that is not part of the Design-Build contract but is necessary to achieve completion of the Project
- Monitor the progress of design and construction and performance of the design and construction work.
- Develop, review, evaluate and implement value engineering proposals
- Review of MWBE/EEO utilization plans and verification of compliance
- Manage and monitor the permitting and approval process, while identifying opportunities and resolving issues with jurisdictions having authority over the work, with respect to permit submissions and issuance and other necessary approvals
- Review and evaluate safety plans
- Manage and monitor Design-Builder compliance with contract requirements
- Prepare and maintain all records, documents, reports, assessments, reviews, evaluations necessary to achieve Project completion on budget and on time
- Plan, arrange and attend all Project meetings with the Project Design-Builder as necessary to achieve Project completion
- Review and evaluate safety plans and monitor safety
- Prepare and implement all safety plans, procedures and processes necessary to achieve the highest safety record
- Prepare and implement response plans for all potential events including natural and manmade events
- Prepare and implement security processes and procedures
- Preparation, implementation and update of a Project Management Plan outlining all processes and procedures

Commercial Management

- Prepare detailed estimates of construction cost
- Prepare and manage a risk evaluation process to include risk identification, evaluation and implement mitigation measures
- Prepare basis for and estimates of contingency
- Review and evaluate of budgets, cost estimates and prepare cost reports
- Manage and monitor all Project costs
- Manage, review and evaluate applications for payment
- Review insurance documentation from all Project participants
- Review and evaluate changes and claims

- Negotiate change orders
- Prepare reports to NYCCDC and others on a regular basis as requested regarding the progress and quality of the work, recommendations regarding design and construction issues and response to requests for information, updates and status of the work
- Manage issues and disputes
- Manage, update and enforce the requirements in the Project Labor Agreement
- Develop critical path method schedules for all or any part of the work on Project
- Evaluate all schedules provided by the Design-Builder. Perform critical path method analysis of schedules or schedule updates submitted by the Design-Builder
- Prepare time impact analyses of delays
- Manage the Team procurement of goods and services for use by the project management team on the project
- Identify Project needs and procure appropriate subconsultants/subcontractors subject to NYCCDC approval
- Manage and monitor Team project budget and burn rate
- Develop project controls necessary to communicate progress and management of the Project
- Prepare, implement and update a Commercial Management Plan to include all commercial processes and procedures to include:
    - Information Security
    - Project Management Information System (PMIS)
    - Document Management
    - Schedule Management
    - Orders on Contracts

Technical Compliance and Design Support

- Manage, review and evaluate of design documents for overall compliance with program and design-build requirements and interface with design consultants engaged by NYCCDC
- Monitor the issuance and review of shop drawings, product data and other submittals
- Assist in resolution of Design-Builder contractual and technical issues focused on DB contract compliance and auditing of the Design-Builder quality plans and procedures
- Administer and oversee coordination of Related Work
- Manage, design and execute early works, advance works and supplemental works that may be necessary
- Manage and resolve technical project and Design-Builder contract issues
- Establish and implement a technical issue escalation process
- Prepare, implement and update a Technical Management Plan to include all processes and procedures to manage contract requirements, compliance and to demonstrate progress and schedule targets

Construction Compliance and Supervision

- Review and evaluate construction schedules, and monitor Design-Builder compliance with schedules, schedule updates and revised schedules

- Identify, plan and conduct all testing, inspection and monitoring necessary to comply with the design-build contract requirements as identified to be conducted by NYCCDC and as necessary to support payment, quality and acceptance procedures
- Administer and oversee Related Work
- Supervise construction for all early works, advance works and supplemental works
- Verify construction work in place
- Maintain an extensive visual record of construction progress as may be necessary in claims or quality disputes
- Review and evaluate inspection reports.
- Monitor the commissioning of equipment and systems
- Review and evaluate punchlists and completion of punchlist work
- Plan and execute construction close-outs
- Manage special inspection services using independent and certified testing agencies
- Prepare, implement and update a Construction Management Plan to include all processes and procedures

Operations

- Develop, plan and execute the Project to maintain the convention center operational
- Liaise and coordination with NYCCDC as necessary to ensure continued safe operation of the convention center, movement of freight and traffic in the surrounding streets and roads
- Prepare, implement and update an Operations Management Plan to include all processes and procedures

Quality Control

- Prepare a Project Quality Management Plan that includes all processes and procedures
- Conduct audits pf the Design-Builder to confirm compliance with processes and procedures
- Conduct audits of the project management team to confirm compliance with processes and procedures
- Manage improvement processes for all non-conformances

Outreach

- Prepare presentations, reports, graphics and copy as needed to communicate with stakeholders and the public
- Create and manage a project website to ensure the public and press are well informed
- Conduct outreach meetings with stakeholders, public and agencies as needed
- Support the NYCCDC Outreach Manager in all reporting, planning, public and stakeholder interactions
- Oversee and manage all outreach activities by the Design-Builder. Ensure public and stakeholder engagements by the project management team and Design-Builder are coordinated

- Prepare, implement and update an Outreach Plan to include all activities, processes and procedures

ATTACHMENT B

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PRELIMINARY ORGANIZATION CHART

Preliminary Organization Chart

Indicates anticipated peak stafing requriements

The New York Convention Center Development Corporation ("NYCCDC)

Nominated Subconsultnats or Other
- Consultant Support

Office of Project Director
- ● Project Director TBC (PM)
- Administrative Assistant TBC (PM)

Safety and Security ●
- TBC (PM)

Diversity Compliance — TBC
Legal — TBC

Invoicing

ESD TBC	*Business Asst*
ESD TBC	*Financial Asst*

Commercial (FT on site)

TBC (PM)	● *Commercial Manager*
TBC (PM)	*Risk and Cost Control*
TBC (PM)	*Controls and Reporting*
TBC (PM)	● *Scheduler*
TBC (PM)	● *Estimator*
TBC (PM)	*Document Control*
TBC (PM)	*Office/Systems Manager*
TBC (PM)	*Construction Change Manager*
TBC (PM)	*Administrative Assistant*

Part time as needed

TBC (PM)	*IT Support*
TBC (PM)	*PLA Advisor*

Technical Compliance (FT on Site)

TBC (PM)	● *Engineering Manager*
TBC (PM)	*Coordination*
TBC (NOM)	*Related Work Contracts*

Part time as needed (PM)
- *Reviewers covering many disciplines (PM)*

Part time as needed (Agency)

MTA	*Liaison*
PANYNJ	*Liaison*
DASNY	*Liaison*

Construction Compliance (FT on site)

TBC (PM)	● *Manager*
TBC (PM)	*Coordination*
TBC (PM)	*Permits Coordinator*
TBC (PM)	*Commissioning Coordinator*
TBC (NOM)	*Related Work Contracts*

Quality Control

TBC (PM)	● *Quality Manager*
TBC (PM)	*Coordination*

Site Verification

TBC (PM)	*Lead Inspector*
TBC (PM)	*Inspector*
TBC (PM)	*Inspector*
TBC (PM)	*Inspector*

Support Services as needed
- Testing
- Speciaists

Operations (FT on site)

TBC (PM)	● *Operations Manager*
TBC (PM)	*Coordination*

Outreach (FT on site)

TBC	*Outreach Lead*
TBC (PM)	*Coordination*

Key

TBC	To be confirmed
DSN	Nominated Sub to PM
(PM)	Position likely to be filled by non ESD/CCDC staff
FT	Full Time
DB	Design Build
●	Key Personnel (Rates required as part of proposal)

ATTACHMENT C

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KEY PERSONNEL ROLES AND RESPONSIBILITIES

1. PROJECT DIRECTOR

Role

Acting as NYCCDC representative in overall responsible position for the Project reporting to NYCCDC.

Responsible for the successful planning, execution, oversight, control and completion of the Expansion Project through construction. Includes overall responsibility for payments, quality, staff, progress, budget, public interaction, agency interactions, permits, claims, strategy, forecasting, process improvement, performance and operations in accordance with the Design-Build Contract requirements.

Ensures that the project is delivered on time, to budget and to the required quality standard (within agreed specifications). Ensures the project is effectively resourced and manages relationships with a wide range of groups (including all project contributors). Responsible for managing the work of consultants, allocating and utilizing resources in an efficient manner and maintaining a co-operative, motivated and successful team.

Responsibilities include

- Managing and leading the project oversight team
- Recruiting project staff and consultants
- Managing co-ordination of the partners and working groups engaged in project work
- Detailed project planning and control
- Developing and maintaining a detailed project plan
- Managing project deliverables in line with the project plan
- Recording and managing project issues and escalating where necessary
- Resolving cross-functional issues at project level
- Managing project scope and change control and escalating issues where necessary
- Monitoring project progress and performance
- Providing status reports to ESD and NYCCDC
- Managing project training
- Liaising with, and updates progress to the ESD And NYCCDC
- Managing project evaluation and dissemination activities
- Managing consultancy input within the defined budget
- Working closely with users to ensure the project meets business needs
- Monitoring the progress of the project and make adjustments as necessary to ensure the successful completion of the project
- Reviewing the quality of the work completed with the project team on a regular basis to ensure that it meets the project standards
- Managing Project budget
- Managing Project risk
- Managing changes to the Project
- Managing safety on the Project safety
- Managing the Project to meet the MWBE, EEO and SDVOB goals
- Managing environmental compliance

- Monitoring and managing cash flow projections and report actual cash flow and variance to senior management on a regular basis (monthly/bimonthly)
- Managing all project funds according to established accounting policies and procedures
- Ensuring that all financial records for the project are up to date
- Preparing financial reports and supporting documentation for funders as outlined in funding agreements
- Preparing monthly reconciliation reporting to senior management
- Fulfilling NYCCDC contractual role including:
- Meeting with the Design-Builder
- Reviewing progress reports and payment requests
- Verifying progress
- Auditing payroll records
- Participating and leading in Partnering
- Auditing the subcontracting process
- Conducting management reviews
- Participating in progress meetings
- Reviewing baseline schedules and updates
- Reviewing management-related plans
- Reviewing compliance and control
- Providing approvals
- Reviewing Design-Builder's design
- Performing audits of the implementation by the Design-Builder of the Design-Builder's Quality Plan including Independent Assurance, Verification Sampling and Testing, and Inspection
- Achieving final acceptance

2. COMMERCIAL MANAGER

Role

Acting as NYCCDC representative responsible for all activities and staff related to the financial and contractual delivery of the Project. Plans, manages and mitigates contract, cost and schedule issues and any risk events that may impact the project. Manages project controls team, HR and office management.

Responsibilities – Contract Management

- Develops and implements procedures and processes for contract management and administration (including payments)
- Serves as the NYCCDC point of contact for all contractual matters.
- Maintain contractual records and documentation
- Provide guidance on contract matters
- Trains key staff on contract management and requirements
- Monitors compliance with procedures

Responsibilities –Project Controls

- Establishes and manages processes and procedures to manage all contract, cost or schedule changes (claims, delays, etc.)
- Establishes and manages process and procedures for cost estimating and evaluation of contract, cost or schedule changes
- Receives all orders-on-contract from Design-Builder and manages the financial implications of all correspondence across all teams. Works with Project Director to agree claim response strategies and timely responses
- With the Project Director develops and implements negotiation strategies to bring all changes to quick resolution
- Establishes and manages processes and procedures for both cost and schedule assessment, forecasting corrective actions review, progress measurement, reporting and productivity analysis
- Establishes and manages processes and procedures to report contract, cost, schedule metrics to Project Director and NYCCDC, etc. (includes forecasting and trend analysis as needed)
- Establishes, implements and manages process and procedures to control risk and manage contingency

Responsibilities – Staff and Facilities

- Establish and manages processes and procedures to manage all project documentation
- Manages staff matters including hiring, training, productivity, rewards, morale and well being
- Manages and oversees administrative staff, facilities, processes and procedures

3. TECHNICAL COMPLIANCE/DESIGN MANAGER

Role

Acting as the NYCCDC representative with responsibility for monitoring and/or auditing the Design-Builder's design for compliance with the design-build contract. Responsible for oversight of design for early, advance and supplemental works.

Responsibilities – Oversight

- Is the center of knowledge for the design submissions oversight
- Establishes strong working relationships with Design-Builder senior staff
- Fulfills the contract requirements of NYCCDC for design review, comment, management and compliance
- With the Construction Compliance Manager agrees monitoring, inspections, testing, systems and processes that are sufficient to verify that the project, as constructed, meets the design requirements in the Contract and submissions
- Plans for and manages reviews of and responses to all design submissions
- Determines level of design review
- Reviews agency comments for appropriateness, assesses dispositions and brings comments to resolution
- Establishes and leads an issues escalation process that solves all issues early and at the lowest level possible
- Identifies necessary resources and manages budget for design resources
- Coordinates with Agencies as necessary for reviews
- Conducts threat and vulnerability assessments and participates in workshops as necessary to ensure the long term safety of the Project

Responsibilities – Administration

- As part of the Project Plan prepares, updates and implements a report entitled Design Oversight Guideline that communicates to all staff all design oversight and QC/QA plans, processes and procedures
- Puts in place and manages the project record related to design oversight. Records shall provide all back up material necessary for the defense of potential future orders-on-contract.
- On a regular basis keeps the overall Project Team informed of design issues
- Drafts correspondence on behalf of the Project Director

4. CONSTRUCTION COMPLIANCE / CONSTRUCTION MANAGER

Role

Acting as the NYCCDC representative with responsibility for monitoring and verification of the Design-Builder's construction activities for compliance with the Contract. Responsible for construction for early, advance and supplemental works.

Responsibilities – Oversight

- Is the center of knowledge for construction of the Project
- Establishes strong working relationships with Design-Builder senior staff
- Fulfills the contract requirements for construction oversight
- Puts in place and manages monitoring, inspections, testing, systems and processes that are sufficient to verify that the project is constructed in a manner that meets the project requirements in the Contract and submissions
- With the Quality Manager establishes an audit program and conducts audits of construction and construction documentation to verify the Design-Builders is in compliance with the Contract and submissions
- With the Project Director, formulates strategies for engagement with the Design-Builder on construction, schedule and commercial issues related to construction
- With the Design-Builder identifies, agrees and implements strategic construction schedule targets
- Manages off-site and on-site inspections and testing
- Plans and verifies compliance with Federal and State regulations
- Plans for and manages reviews and response of all construction submissions
- Puts in place and manages processes to identify and control risks related to construction
- Identifies necessary resources and manages budget for construction resources
- Coordinates with Agencies as necessary for reviews
- Responsible for all permits to be sourced by NYCCDC and works with Design-Builder to proactively achieve all permits.
- As a priority develops processes and procedures with DASNY and an integrated plan to source all permits
- Ensures compliance with environmental requirements
- Responsible for development and implementation of processes and procedures to achieve overall project Acceptance

Responsibilities – Administration

- Manages changes to the Contract related to construction
- Prepares, updates and implements a report entitled Construction Oversight Guideline (COG) for each construction operation that communicates to all NYCDCC staff all construction oversight and QC/QA plans, processes and procedures
- Develops strategies and tactics for the resolution of all technical issues with Component Leaders and DCE
- Puts in place and manages the project record related to construction oversight. Records shall provide all back up material necessary for the defense of potential future orders-on-contract.
- On a regular basis keeps the overall Project Team informed of construction issues
- Coordinates with DCE and CL's to ensure that Independent Assurance, Verification Sampling and Testing, and Inspection are aligned with design requirements and design

- Prepares and implements oversight plans to the satisfaction of the AQM
- Drafts correspondence on behalf of the Project Director

5. QUALITY MANAGER

Role

Acting as the NYCCDC representative with responsibility for the development, implementation and successful execution of the Project Quality Plan as required for the design-build contract as well as direct construction projects. Manages, conducts and oversees all quality documentation and systems.

Responsibilities – Oversight

- Is the center of knowledge for quality processes
- Establishes strong working relationships with Design-Builder senior staff
- Puts in place and manages monitoring, systems and processes that are sufficient to verify that the design, construction and management by the Design Builder are in accordance with the contract documents and submissions
- Authorizes and leads required periodic QA audits for compliance with contract and contract submissions; oversees the development, review and submittal of quality audit and management reports and oversight of necessary follow-up for close-out; and overseeing the review, management and monitoring of the Design-Builder's Quality and subsequent updates
- Proactively builds quality documentation sufficient to achieve final acceptance within budget and schedule
- Establishes an audit program and conducts audits of quality and management documentation to verify that the Design-Builders is in compliance with the quality and management plans
- With the Project Director, formulates strategies for engagement with the Design-Builder on quality, schedule and commercial issues related to quality documentation
- Plans for and manages reviews and responses of all quality and management submissions
- Puts in place and manages processes to identify and control risks related to quality
- Identifies necessary resources and manages budget for quality resources

Responsibilities – Administration

- Manages changes to the Contract Requirements related to quality in conjunction with the Commercial Manager
- Develops strategies and tactics for the resolution of all quality related issues
- Audits NYCCDC's management, design, quality, operations outreach, and construction processes
- Puts in place and manages the project record related to quality oversight. Records shall provide all back up material necessary for the defense of potential future order-on-contract.
- On a regular basis keeps the overall Project Team informed of quality documentation issues
- Coordinates to ensure alignment on design and construction
- Drafts correspondence on behalf of the Project Director
- Establishes and updates quality records on behalf of the Project Director

Responsibilities – NYCCDC QC/QA

- Prepares, manages and implements the quality processes for all NYCCDC product and processes
- Prepares NYCCDC Project Plan outlining all procedures and processes of the NYCCDC oversight team
- Oversees the preparation of QC plans by the senior NYCCDC managers

- Conducts QA audits of NYCCDC processes and procedures on a regular basis to ensure that all NYCCDC activities are conducted in accordance with the quality plan and that all records are up to date and of sufficient quality

6. SAFETY AND SECURITY MANAGER

Role

Acting as the NYCCDC representative with responsibility for the development, implementation and successful execution of the Project Safety and Security Plan as required for the design-build contract as well as direct construction projects. Manages, conducts and oversees all safety events, records, documentation, procedures, processes, investigations and systems.

Responsibility – Oversight

- Is the center of knowledge for safety and security across the entire Project
- Establishes strong working relationships with Design-Builder senior staff
- Puts in place and manages monitoring, systems and processes that are sufficient to verify that all activities are conducted in a safe and secure manner and that the Design Builder is in accordance with all safety requirements
- Establishes an audit program and conducts audits of safety systems to verify that the Design-Builders is in compliance with the safety and security plans
- With the Project Director, formulates strategies for engagement with the Design-Builder on safety
- Plans for and manages reviews and responses of all safety and security submissions
- Puts in place and manages processes to identify and control risks related to safety
- Puts in place and manages all safety and security related events, establishes action protocols and communications processes
- Identifies necessary resources and manages budget for safety resources
- Liaises with NYCCDC and Design-Builder on safety and security requirements, activities, events, mitigations, etc.
- Conducts safety training, workshops and presentations as necessary to ensure safety and security of the Project
- Conducts pre and post-event investigations as may be necessary
- Conducts risk workshops to ensure a proactive safety and security approach
- Establishes a secure controlled access system to all facilities utilized on the Project

Responsibilities – Administration

- Manages changes to the design-build Contract Requirements related to safety and security
- Develops strategies and tactics for the resolution of all safety and security related issues
- Puts in place and manages the project record related to safety and security. Records shall provide all back up material necessary for the defense of potential future order-on-contract.
- On a regular basis keeps the overall Project team informed of safety and security issues
- Coordinates to ensure alignment on design and construction as related to safety and security
- Drafts correspondence on behalf of the Project Director
- Establishes and updates safety records on behalf of the Project Director

Responsibilities – NYCCDC QC/QA

- Prepares, manages and implements the safety and security processes for all NYCCDC product and processes
- Prepares NYCCDC Project Safety and Security Plan outlining all procedures and processes of the NYCCDC oversight team

7. OPERATIONS MANAGER

Role

Acting as the NYCCDC representative with responsibility for the development, implementation and successful execution of the Project Operations Plan as required for the design-build contract as well as direct construction projects. Manages, conducts and oversees all operations events, records, documentation, procedures, processes, investigations and systems. Operations includes the continual operation of the convention center, traffic management, freight management, pedestrian movements, and facilities access and egress.

Responsibility – Oversight

- Is the center of knowledge for operations across the entire Project
- Establishes strong working relationships and coordinates with Design-Builder senior staff and the operations staff of NYCCDC
- Puts in place and manages monitoring, systems and processes that are sufficient to verify that all operations are functioning adequately
- Establishes an audit program and conducts audits of operational systems to verify that the Design-Builders is in compliance with plans
- With the Project Director, formulates strategies for engagement with the Design-Builder on operations
- Plans for and manages reviews and responses of all operations submissions
- Puts in place and manages processes to identify and control risks related to operations
- Puts in place and manages all operations related events, establishes action protocols and communications processes
- Identifies necessary resources and manages operational resources
- Conducts operational training, workshops and presentations as necessary to ensure smooth project and convention center operations
- Conducts pre and post-event investigations as may be necessary to improve performance
- Conducts risk workshops to ensure a proactive operations planning

Responsibilities – Administration

- Manages changes to the design-build Contract Requirements related to operations
- Develops strategies and tactics for the resolution of all operations related issues
- Puts in place and manages the project record related to operations. Records shall provide all back up material necessary for the defense of potential future order-on-contract.
- On a regular basis keeps the overall Project Team informed of operational issues
- Coordinates to ensure alignment on design and construction as related to operations
- Drafts correspondence on behalf of the Project Director
- Establishes and updates operations records on behalf of the Project Director
- Prepares NYCCDC Project Operations Plan outlining all procedures and processes of the NYCCDC oversight team

8. ESTIMATOR

Role
Supports Commercial Manager in the development of cost estimates, claims assessment, value engineering and options assessments.

Responsibility
- Prepares work to be estimated by gathering proposals, plans, specifications, and related documents
- Identifies labor, material, and time requirements by studying proposals, plans, specifications, and related documents
- Computes costs by analyzing labor, material, and time requirements
- Resolves discrepancies by collecting and analyzing information
- Presents prepared estimate by assembling and displaying numerical and descriptive information
- Prepares special reports by collecting, analyzing, and summarizing information and trends
- Maintains cost data base by entering and backing up data
- Maintains technical knowledge by reviewing technical publications

9. SCHEDULER

Role
Supports Commercial Manager in the development of schedules, assessment of claims or value engineering, risk minimization and reporting of progress.

Responsibility
- Create project schedules accounting for all requirements and constraints in multiple platforms including Primavera
- Develop and manage manpower loaded schedules
- Determine lead times, milestones and deliverables for Project and develop risk curves
- Assess Design-Builder or other schedule including comparison to previous versions
- Assess schedule trends over the duration of the Project
- Monitor project milestones
- Lead and participate in review meetings
- Compose reports for Commercial Manager
- Assess risk minimization and suggest value engineering options
- Estimate tasks based on the project budget
- Monitor the progress of schedules
- Suggest modifications to the project to better enhance the schedule
- Assess the impact of change requests on the project schedule
- Identify activities to be accomplished and interrelationships between the work to be performed
- Establish activity resource requirements and duration
- Assess unnecessary activities, float or other as may be used to manipulate a schedule

ATTACHMENT D

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PERSONNEL REQUIREMENTS

KEY PERSONNEL REQUIREMENTS

The qualification outlined requirements below contain experience requirements. Related education, in the form of college credit or degree, or professional certification may be accepted as partial fulfillment of experience years at NYCCDC discretion. All personnel must be OSHA 30 Hour trained.

1. PROJECT DIRECTOR

- Shall have a minimum of 10 years' experience in construction management and/or real estate development in the role of Project Director or similar position, including experience with design and construction of large (greater than one million square feet), complex urban projects as well as experience with design-build project delivery. Experience must include primary responsibility for bringing similar (type and scale) projects to successful completion.
- Shall have an advanced degree in real estate, finance, construction management, law, architecture, urban planning or a related field.
- Shall have exceptionally strong project management and leadership skills.
- Shall have an excellent record of adhering to deadlines and budgets and proven ability to re-prioritize in response to changing circumstances.
- Shall be solution orientated, have expert knowledge of the construction industry, demonstrate wide-ranging experience of dealing with project financial, scheduling, safety, quality, labor, design and construction processes and procedures and the ability to bring complex issues to successful resolution.
- Shall have direct experience in dealing with multiple public, private and political stakeholders, have successfully led a number of large operations/construction/design/commissioning teams, and possess excellent presentation and communication skills.
- Shall have experience in navigating public agencies and utilities and working with and obtaining approvals and permits.
- Shall have extensive experience in managing a combination of direct project staff and consultants.
- Shall have excellent organizational skills and strong attention to details.
- Shall have extensive experience in successful negotiations including claims, disputes and project close-out.

2. COMMERCIAL MANAGER

- Shall have a minimum of 10 years' experience in the role of Commercial Manager or similar position on at least two similar (type and scale) signature building construction projects.
- Shall have an excellent record of adhering to deadlines and budgets and risk management.
- Shall have experience on design-build contracts in part as an owner or owner's representative.
- Shall have extensive experience in successful negotiation including claims, disputes and project close-out.
- Shall be solution orientated and have wide experience in managing large teams.

3. TECHNICAL COMPLIANCE/DESIGN MANAGER

- Shall possess a minimum of 10 years' experience in design and design management involving multiple phases of larger scale building/rehabilitation projects and multi-year experience on at least one similar (type and scale) signature building construction projects.
- Shall be a New York registered architect or PE.
- Shall have an excellent record of adhering to deadlines and budgets.
- Shall have experience on design-build contracts in part as an owner or owner's representative.
- Shall be solution orientated and prepared to work across boundaries to bring the project to completion on time and on budget.

4. CONSTRUCTION COMPLIANCE / CONSTRUCTION MANAGER

- Shall possess a minimum of 10 years' experience in construction and construction management involving multiple phases of larger scale building/rehabilitation projects and multi-year experience on at least one similar (type and scale) signature building construction projects.
- Shall be a New York registered architect or PE.
- Shall have an excellent record of adhering to deadlines and budgets.
- Shall have experience on design-build contracts in part as an owner or owner's representative.
- Shall be solution orientated and prepared to work across boundaries to bring the project to completion on time and on budget.
- Shall have extensive experience with permit applications.

5. QUALITY MANAGER

- Shall possess a minimum of 10 years' experience in quality control and quality management involving multiple phases of larger scale building/rehabilitation projects and multi-year experience on at least one similar (type and scale) signature building construction projects.
- Shall be a New York registered architect or PE.
- Shall have an excellent record of adhering to deadlines and budgets.
- Shall have experience on design-build contracts in part as an owner or owners representative.
- Shall be solution orientated and prepared to work across boundaries to bring the project to completion on time and on budget.

6. SAFETY AND SECURITY MANAGER

- Shall possess a minimum of 10 years' experience in construction safety and security involving multiple phases of larger scale building/rehabilitation projects and multi-year experience on at least one similar (type and scale) signature building construction projects.
- Shall have experience on design-build contracts.
- Shall be solution orientated and prepared to work across boundaries to bring the project to completion on time and on budget.

7. **OPERATIONS MANAGER**

- Shall possess a minimum of 10 years' experience in operations management involving multiple phases of larger scale building/rehabilitation projects and multi-year experience on at least one similar (type and scale) signature building construction projects.
- Shall have worked with multiple stakeholders on past projects involving traffic management, freight management and facilities management
- Shall have experience on design-build contracts in part as an owner or owners representative.
- Shall be solution orientated and prepared to work across boundaries to bring the project to completion on time and on budget.

8. **ESTIMATOR**

- Shall possess a minimum of 10 years' experience as an estimator involving multiple phases of larger scale building/rehabilitation projects and multi-year experience on at least two similar (type and scale) signature building construction projects.

9. **SCHEDULER**

- Shall possess a minimum of 10 years' experience as a scheduler involving multiple phases of larger scale building/rehabilitation projects and multi-year experience on at least two similar (type and scale) signature building construction projects.

POTENTIAL ADDITIONAL POSITIONS/TITLES REQUIREMENTS

1. **PROJECT ENGINEER/ARCHITECT COORDINATOR**

- Shall possess a minimum of 6-years experience on larger projects valued above $10 million, with knowledge of RFI tracking, contract document review, forecast and cost scheduling, preparation of change order review and the review of payments.

2. **TECHNICAL REVIEWER – VARIOUS TECHNICAL DISCIPLINES (BUILDINGS MANAGEMENT SYSTEMS, BUILDING/HVAC/DDC CONTROLS, FIRE ALARM/SECURITY, ROOFING, CLADDING, STORMWATER POLLUTION PREVENTION PLAN (SWPPP), MATERIALS, STRUCTURAL, GEOTECHNICAL, ARCHITECTURE)**

- Shall possess a professional accreditation and a minimum of 10-years respective technical experience in reviewing contract document and design and construction oversight. Shall have experience on three similar building projects

3. **ASSISTANT ESTIMATOR**

- Shall possess a minimum of 6-years experience respectively, in cost estimating, including the cost preparation / review of architectural, mechanical, electrical components of building projects.

4. **ASSISTANT SCHEDULER**

    - Shall possess a minimum of 6-years experience respectively, in providing scheduling services. Scheduler shall possess experience in large scale building projects with at least 10,000 items and shall have extensive experience with the standard D&C scheduling software.

5. **SUPERINTENDENT – VARIOUS DISCIPLINES (CONST / MEP /CONTROLS /COMMISSIONING / ARCHITECTURE /CIVIL / MECHANICAL / ELECTRICAL)**

    - Shall possess a minimum of 8-years experience in construction involving multiple phases of large scale building/rehabilitation projects. A minimum of 4 years of the experience shall be as an assistant superintendent or inspector on large scale multi contract, building projects. This individual must be able to develop and communicate a project work plan, monitor manpower and performance against that work plan, and be able to perform a detailed comparison of the design drawings against each other to ensure coordination between each of the various project trades.

6. **CONSTRUCTION INSPECTOR WITH HAZARDOUS MATERIAL CERTIFICATION**

    - Shall possess a minimum of 8-years experience in building construction trades. A minimum of 4 years of the experience shall be as a construction inspector. The inspector shall be trained in the selected methodology of sampling and analysis of asbestos and who possesses an Asbestos Project Air Sampling Technician Certificate issued by the NYS Department of Labor. The inspector shall possess and carry a valid project monitor certificate at all times while working on the project. He/she must able to review and comment on the work plan, variances used, and remediation methods utilized on the asbestos project.

7. **INSPECTORS – BUILDINGS MANAGEMENT SYSTEMS, BUILDING/HVAC/DDC CONTROLS, FIRE ALARM/SECURITY, ROOFING, CLADDING, STORMWATER POLLUTION PREVENTION PLAN (SWPPP), MATERIALS, STRUCTURAL, GEOTECHNICAL, ARCHITECTURE**

    - Shall possess a minimum of 5-years experience in respective specialty and have at least 3-years involved in inspecting and/or commissioning. Inspector manager shall be familiar with applicable local, state, OSHA rules, regulations, and safety standards. Inspector shall have all necessary safety training and certifications.

8. **SPECIALTY INSPECTORS – BUILDINGS MANAGEMENT SYSTEMS, BUILDING/HVAC/DDC CONTROLS, FIRE ALARM/SECURITY, ROOFING, CLADDING, STORMWATER POLLUTION PREVENTION PLAN (SWPPP), MATERIALS, STRUCTURAL, GEOTECHNICAL, ARCHITECTURE**

    - Shall possess a minimum of 10-years experience in respective specialty and have at least 5-years involved in inspecting and/or commissioning. Inspector manager shall be familiar with applicable local, state, OSHA rules, regulations, and safety standards. Inspector shall have all necessary safety training and certifications.

9. **OFFICE MANAGER / ADMINISTRATIVE ASSISTANT**

    - Shall possess 7-years experience as a secretary or office manager with a proficient knowledge of those office programs and procedures mentioned below for a secretary. This individual should be able to draft letters with little direction, prepare specialized

meeting agendas, create more complicated spreadsheets, use new software for office use programs and be able to create organization and flow charts in Visio.

10. SECRETARY

- Shall possess 5-years comparable experience as a secretary or office assistant. Individual must have advanced knowledge of MS Office, Excel and Outlook programs, be able to attend job meetings and prepare accurate minutes, draft correspondence for review, create simple calculating spreadsheets and print out reports as required. Must have excellent telephone skills and be able to implement office procedures.

11. PROJECT COST REVIEWER

- Shall possess 5-years comparable experience as a project cost reviewer or with experience in tracking costs. Individual must have advanced knowledge of MS Office, Excel and Outlook programs, be able to attend job meetings and prepare accurate minutes, draft correspondence for review, create simple calculating spreadsheets and print out reports as required. Must have excellent telephone skills and be able to implement office procedures.

12. CLAIMS ANALYST/CHANGE CONTROLLER

- Shall possess a minimum of 8-years of experience in reviewing and analyzing construction claims in projects of comparable size, type and complexity

13. INFORMATION TECHNOLOGY SPECIALIST

- Shall possess 10-years of full-time professional experience in the field of computer programming or system development. Duties include the planning, system analysis, development, installation, modification, maintenance, monitoring and/or integration of computer operating systems, application, networks and databases to meet the business needs of the Design and Construction unit. Within this unit, the system architecture emphasis is on an expandable N-tier environment; therefore a proficient knowledge of the N-tier architecture is required along with a strong knowledge of the business processes of the unit.

14. PROJECT CONTROL SPECIALIST/REPORTING

- Shall possess a minimum of 10-years experience in construction risk involving multiple phases of larger scale building/rehabilitation projects and have a thorough knowledge of RFI tracking, contract document review, forecast scheduling and costs, preparation of change order review and the review of payments, but must also have a thorough understanding of MS Office applications and fully experienced in creating and updating CPM schedules using SureTrak, MS Projects or P6 programs.

15. PLA ADVISOR

- Shall possess a minimum of 10-years experience in construction the development and negotiation of Project Labour Agreements involving multiple phases of larger scale building/rehabilitation projects, with a similar knowledge base as mentioned for a project manager.

16. QUALITY CONTROL COORDINATOR

- Shall possess a minimum 8-years experience on larger projects valued above $50 million in quality control or compliance, have direct experience in the preparation of quality manuals, design build acceptance processes and conducting audits.

17. OUTREACH COORDINATOR

- Shall possess a minimum 5-years experience on larger projects valued above $50 million in the role of outreach coordinator or assistant responsible for the preparation and supervision of all materials necessary for public communication including the preparation of presentations, booklets, web content, etc. Shall be capable of using specialist graphics programs as needed to prepare all public materials. Shall have experience in coordinating with public stakeholders and preparation and running of public meetings and events.

ATTACHMENT E

-

FORM OF FEE PROPOSAL

TABLE 1: RATES TO BE USED IN EVALUATION OF KEY PERSONNEL[1]						
Role		**Minimum Direct Experience Required**	**Proposed Employee**	**Home Office (O) or Site (S) based**	**Base Rate (US$)** (as paid to employee)	**Proposed Billable Hourly Rate (US$)**
KEY PERSONNEL						
1	PROJECT DIRECTOR	See Attachment D		S		
2	COMMERCIAL MANAGER	See Attachment D		S		
3	TECHNICAL COMPLIANCE / DESIGN MANAGER	See Attachment D		S		
4	CONSTRUCTION COMPLIANCE / CONSTRUCTION MANAGER	See Attachment D		S		
5	QUALITY MANAGER	See Attachment D		S		
6	SAFETY AND SECURITY MANAGER	See Attachment D		S		
7	OPERATIONS MANAGER	See Attachment D		S		
8	ESTIMATOR	See Attachment D		S		
9	SCHEDULER	See Attachment D		S		
				Total		

Key:

1. The Selected Respondent will be required to demonstrate that the proposed rates are comparable to other projects in the New York area for other agencies

TABLE 2: RATES TO BE USED IN EVALUATION OF GENERIC POSITIONS/TITLES THAT MAY BE USED DURING THE PROJECT [1,2]						
Role		**Minimum Direct Experience Required**	**Proposed Employee**	**Home Office (O) or Site (S) based**	**Base Rate (US$)** (as paid to employee)	**Proposed Billable Hourly Rate (US$)**
KEY PERSONNEL						
1	PROJECT ENGINEER/ARCHITECT COORDINATOR	See Attachment D	Not Required			
2	TECHNICAL REVIEWER	See Attachment D	Not Required			
3	ASSISTANT ESTIMATOR	See Attachment D	Not Required			
4	ASSISTANT SCHEDULER	See Attachment D	Not Required			
5	SUPERINTENDENT	See Attachment D	Not Required			
6	CONSTRUCTION INSPECTOR – HAZARDOUS MATERIALS	See Attachment D	Not Required			
7	INSPECTORS	See Attachment D	Not Required			
8	SPECIALTY INSPECTORS	See Attachment D	Not Required			
9	OFFICE MANAGER/ADMINISTRATIVE ASSISTANT	See Attachment D	Not Required			
10	SECRETARY	See Attachment D	Not Required			
11	PROJECT COST REVIEWER	See Attachment D	Not Required			
12	CLAIMS ANALYST/CHANGE CONTROLLER	See Attachment D	Not Required			
13	INFORMATION TECHNOLOGY SPECIALIST	See Attachment D	Not Required			
14	PROJECT CONTROLS SPECIALIST /REPORTING	See Attachment D	Not Required			
15	PLA ADVISOR	See Attachment D	Not Required			

TABLE 2: RATES TO BE USED IN EVALUATION OF GENERIC POSITIONS/TITLES THAT MAY BE USED DURING THE PROJECT [1,2]						
Role		**Minimum Direct Experience Required**	**Proposed Employee**	**Home Office (O) or Site (S) based**	**Base Rate (US$)** (as paid to employee)	**Proposed Billable Hourly Rate (US$)**
16	QUALITY CONTROLS COORDINATOR	See Attachment D	Not Required			
17	OUTREACH SPECIALIST	See Attachment D	Not Required			
				Total		

Key:

1. The Selected Respondent will be required to demonstrate that the proposed rates are comparable to other projects in the New York area for other agencies
2. Inclusion of these positions/titles is not indicative of their need in the contract

TABLE 3: PROJECT RATES[1]

- Respondent to add all positions that are not identified in Table 1 but which may be warranted during the Project
- If position not included in this table position will not be used in Contract
- Respondent to include a list of specialists

Role		**Description of Role**	**Home Office (O) or Site (S)**	**Base Rate (US$)** (as paid to employee)	**Proposed Billable Hourly Rate (US$)**
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Key:

1. The Selected Respondent will be required to demonstrate that the proposed rates are comparable to other projects in the New York area for other state agencies and departments

ATTACHMENT F

-

NOT USED

ATTACHMENT G

-

DIVERSITY PRACTICES SCORING MATRIX

I, _____, as _____ (title) of _____firm or company (hereafter referred to as the company), swear and/or affirm under penalty of perjury that the answers submitted to the following questions are complete and accurate to the best of my knowledge:

1. Does your company have a Chief Diversity Officer or other individual who is tasked with supplier diversity initiatives? Yes or No

If yes, provide the name, title, description of duties, and evidence of initiatives performed by this individual or individuals.

2. What percentage of your company's gross revenues (from your prior fiscal year) was paid to New York State certified minority and/or women-owned business enterprises as subcontractors, suppliers, joint-venturers, partners or other similar arrangement for the provision of goods or services to your company's clients or customers?

3. What percentage of your company's overhead (i.e. those expenditures that are not directly related to the provision of goods or services to your company's clients or customers) or noncontract-related expenses (from your prior fiscal year) was paid to New York State certified minority- and women-owned business enterprises as suppliers/contractors?[1]

[1] Do not include onsite project overhead.

4. Does your company provide technical training[2] to minority- and women-owned business enterprises? Yes or No

If yes, provide a description of such training which should include, but not be limited to, the date the program was initiated, the names and the number of minority- and women-owned business enterprises participating in such training, the number of years such training has been offered and the number of hours per year for which such training occurs.

5. Is your company participating in a government approved minority- and women-owned business enterprise mentor-protégé program?

If yes, identify the governmental mentoring program in which your company participates and provide evidence demonstrating the extent of your company's commitment to the governmental mentoring program.

6. Does your company include specific quantitative goals for the utilization of minority- and women-owned business enterprises in its non-government procurements? Yes or No

If yes, provide a description of such non-government procurements (including time period, goal, scope and dollar amount) and indicate the percentage of the goals that were attained.

[2] Technical training is the process of teaching employees how to more accurately and thoroughly perform the technical components of their jobs. Training can include technology applications, products, sales and service tactics, and more. Technical skills are job-specific as opposed to soft skills, which are transferable.

7. Does your company have a formal minority- and women-owned business enterprise supplier diversity program? Yes or No

If yes, provide documentation of program activities and a copy of policy or program materials.

8. Does your company plan to enter into partnering or subcontracting agreements with New York State certified minority- and women-owned business enterprises if selected as the successful respondent? Yes or No

If yes, complete the attached Utilization Plan

All information provided in connection with the questionnaire is subject to audit and any fraudulent statements are subject to criminal prosecution and debarment.

Signature of Owner/Official ----------

Printed Name of Signatory ----------

Title ----------

Name of Business ----------

Address ----------

City, State, Zip ----------

STATE OF _____

COUNTY OF) ss:

On the _____ day of _____, 201_, before me, the undersigned, a Notary Public in and for the State of _____, personally appeared _____, personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to this certification and said person executed this instrument.

_____

Notary Public

ATTACHMENT H

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PROPOSAL SUBMISSION COVER SHEET

Proposal Submission Cover Sheet

Please Note: A "No" response to below questions three may be grounds for disqualification from this procurement.

RFP Name:				
Proposal Date:				
1	Information Regarding the Proposer's Bidder:	Company Name:		
		Street Address:		
		City / State/ Zip:		
		Phone:		
		Taxpayer ID:		
		Website:		
2	Primary Contact Concerning this Proposal:	Name:		
		Title:		
		Street Address:		
		City / State/ Zip:		
		Phone:		
		Email:		
3	Iran Divestment Act	Bidder certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list (http://www.ogs.ny.gov/about/regs/ida.asp) created pursuant to paragraph (b) of subdivision 3 of section 165-a of the State Finance Law.	☐ Yes	☐ No

Authorized Signatory for the Bidder

Name (print or type)

Title

Date

ATTACHMENT I

-

PROPOSAL CHECKLIST

Proposal Checklist

Request for Proposals: Project Management Services Jacob K. Javits Convention Center Expansion

Bidder Name _____ Date _____

Technical Proposal: two originals, eight hard copies and one electronic copy in word or searchable pdf (USB or flash drive)

1. Did you include 2 originals, 8 hard copies and 1 electronic of the Technical Proposal? Yes _____ No _____
2. Does the proposal contain all components of the Technical Proposal, as stated below?
   1. **Executive Summary** Yes _____ No _____
   2. **Respondent Prerequisites**
      A. Does the proposal demonstrate that the respondent has been in the business of project management for at least ten (10) years? Yes _____ No _____
      B. Does the proposal demonstrate that the respondent has the relevant experience and capability to manage a project of a similar size and type by showing that the respondent has successfully performed or is successfully performing on at least:

      (i) two (2) similar contracts on similar projects in size and complexity, each valued at or in excess of $200 million? Yes _____ No _____

      (ii) three (3) similar contracts requiring similar services of similar scope to those required pursuant to this RFP Yes _____ No _____

      (iii) one (1) contract as specified in item (i) above and two (2) contracts as specified in item (ii) above. Yes _____ No _____

      Is Attachment G completed and included in the proposal? Yes _____ No _____
   3. **Project Director Qualifications**

      Detailed profile and resume, including specific projects Yes _____ No _____

      For each project listed, include the name and location of the project, the owner and contact information of the project Yes _____ No _____

      Include a brief description of the project, including size, value and duration of construction, and any distinguishing characteristics of the project Yes _____ No _____
   4. **Other Key Personnel Qualifications**

      Detailed profile and resume of each individual proposed for each of the Key Personnel positions, including the individual's specific experience in the areas of responsibility covered by the positions Yes _____ No _____

      Identify the proposed role and scope of responsibility for each Yes _____ No _____

      Describe the last three (3) projects each of these individuals worked on, identifying the role (title, scope of responsibility, reporting structure) each individual played, and the firm with which they were affiliated, the owner of the project and the owner's contact information Yes _____ No _____
   5. **Project Management Approach** _____

      Describe the proposed management approach. Include the proposed organization structure, procedures for keeping NYCCDC apprised of Project status and issues, approach to ensuring the quality of work, financial management plans, and proposed safety oversight. Respondent. Yes _____ No _____

      Include a proposed staffing plan for management support services Yes _____ No _____
   6. **Specialists** _____ _____

      Provide detail of other specialists proposed beyond Other Personnel _____ _____
   7. **Diversity Practices** _____

      Complete Diversity Practices Scoring Matrix Yes _____ No _____

Price Proposal (2 originals and 1 electronic copy submitted on a CD or flash drive)

1. Did you include 2 originals and 1 electronic of the Price Proposal? Yes _____ No _____
2. Did the Bidder complete tables 1, 2 and 3 and sign the Price Proposal Form? Yes _____ No _____

Administrative Proposal (2 originals and 1 electronic copy submitted on a CD or flash drive)

1.	Does the proposal contain 2 originals and 1 electronic of the Administrative Proposal?	Yes	_____	No	_____
2.	Did the Bidder submit executed copies of:				
	Proposal Submission Cover Sheet	Yes	_____	No	_____
	State Finance Law 139-j and 139-k forms	Yes	_____	No	_____
	Vendor responsibility Questionnaire (submit with proposal or online)	Yes	_____	No	_____
	OSCD-1 MWBE Participation / EEO Policy Statement	Yes	_____	No	_____
	Plan to achieve diversity goals for this Project	Yes	_____	No	_____
	Encouraging the use of NYS Businesses in Contract Performance Form	Yes	_____	No	_____
	Diversity Practices Questionnaire	Yes	_____	No	_____
	Use of Service-Disabled Veteran-Owned Business Enterprises in Contract Performance	Yes	_____	No	_____
	Certification under State Tax Law Section 5-a	Yes	_____	No	_____
	Insurance requirements per Schedule A, Article 8 and Appendix E	Yes	_____	No	_____