



# **JFK Millennium Partners, LLC**

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## **Request for Proposals**

## **JFK T6 PRM Services Program**

**JMPPRMCSP\_01**

**Issued Date:**

July 21st, 2025

**Proposals Due:** August 18th, 2025

# **1. GENERAL INFORMATION**

## **1.1. PURPOSE OF THE RFP**

JFK Millennium Partners, LLC (“**JMP**”) is issuing this Request for Proposals (this “**RFP**”) to select a provider of services (the “**Services**”) to support Passengers with Reduced Mobility (“**PRMs**”) at the new Terminal 6 at John F. Kennedy International Airport (“**JFK**”). You (“**Respondent**”) are invited to take part in this RFP and provide a proposal that satisfies JMP’s requirements as set forth herein (this “**RFP Document**”). The Respondent selected will design and deliver a comprehensive PRM services program, including but not limited to procuring wheelchair devices and other related equipment and service delivery software, and providing staff to deliver the optimal guest experience for PRMs at Terminal 6.

## **1.2. BACKGROUND INFORMATION ON JMP AND TERMINAL 6**

JFK is one of the largest international airports in the United States and the largest airport in the New York City region. In 2023, JFK served over 62.5 million customers, including origin and destination and connecting traffic and currently serves the public with 5 terminals.

JMP is a private consortium composed of Vantage Group, American Triple I, RXR Realty, and JetBlue which has entered into a long-term lease with the Port Authority of New York and New Jersey (the “**Port Authority**”) for the redevelopment and management of a new Terminal 6 through 2060.

JMP uses a partnership-focused approach to bring development and management expertise to the New York market. JMP, through its partners, offers a proven track record of successful, innovative projects at some of the most challenging and exciting airport and infrastructure projects around the world. JMP is delighted to offer its global expertise to develop the world class terminal that JFK customers deserve.

Together with the Port Authority, JMP will have the exciting opportunity to bring the world-class new Terminal 6 to life through intuitive and sustainable terminal design, best-in-class operations, and more than 100,000 square feet of exceptional, New York-inspired customer amenities.

At completion, Terminal 6 will have a total of 10 gates, comprised of one narrow-body gate and nine wide-body gates. In addition, of the nine total wide-body gates available, three of such gates are expected to operate the Multiple Apron Ramp System and therefore accommodate either one wide-body or two narrow-body aircraft. All gates are expected to accommodate ADG V aircraft (i.e. equivalent to up to the Boeing 777x and Airbus 350 families).

The construction schedule for Terminal 6 includes a phased opening as shown below:

| Project Phase    | Description  | Scheduled Opening Date |
|------------------|--|------------------------|
| <b>“Phase 1”</b> | Pre-Security and Post-Security areas, including East and Central Concourses with access to one narrow-body gate and at least four wide-body gates and Terminal 5 | February 2026          |
| <b>“Phase 2”</b> | West Concourse with access to remaining wide-body gates  | 2028                   |

After Phase 1 additional gates may become available on a staggered basis before full completion of Phase 2.

JMP reserves the right to modify the construction schedule, the opening phases and dates, and any other gate or terminal specifications in its sole discretion.

The new Terminal 6 is being built on the site of the former Terminal 6 and will extend onto the site of Terminal 7, which will be decommissioned and demolished once Phase 1 of the new Terminal 6 is complete. JMP will continue to operate Terminal 7 until the completion of Phase 1 of the new Terminal 6.

As the new Terminal 6 opens in phases, JMP will oversee a smooth transition for both airline partners and customers to the new facility.

### **1.2.1 CUSTOMER TRAFFIC, AIRLINES, DESTINATION, AND OTHER GUEST DEMOGRAPHICS**

Terminal 6 will serve as a gateway to the world through airline partnerships with Air Canada, Aer Lingus, ANA, Austrian Airlines, Avianca, Brussels Airlines, Cathay Pacific, Condor, Frontier Airlines, JetBlue Airways, Kuwait Airways, Lufthansa, Norse, and SWISS with more major carriers scheduled to be announced. During Phase 1 in 2026 we anticipate over 3 million customers will depart to destinations across North America, South America, Europe, Asia, Africa and the Middle East. By 2030, Terminal 6 enplanements are slated to reach over 4.5 million.

### **1.2.2 CUSTOMER BEHAVIORS**

To further strengthen and reinforce JMP’s understanding of its future customer profile, JMP conducted market research with an independent firm that included a survey of respondents from a sizeable sample size across eight countries that are likely to represent key destinations for Terminal 6. The following information was learned through this research.

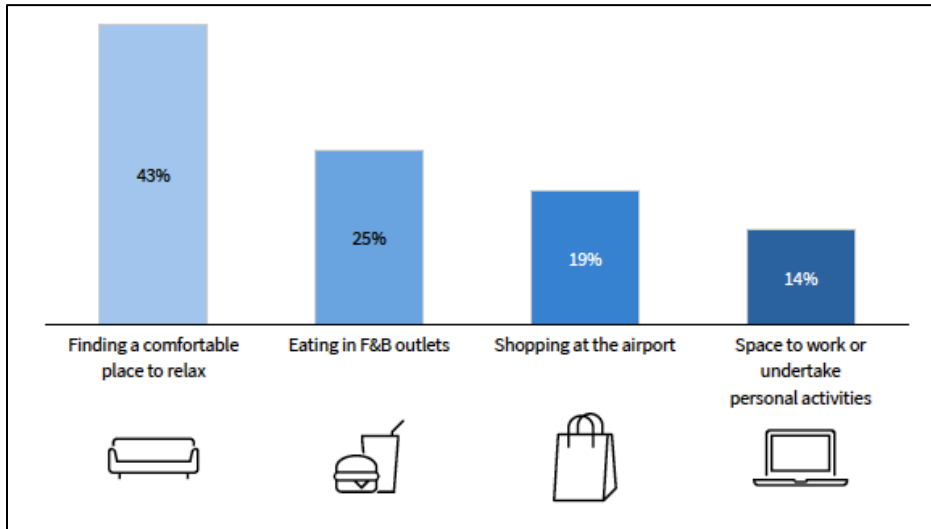
Most survey respondents reported arriving at the airport between one to three hours before their international flight departure. This window presents a valuable opportunity to engage travelers with the terminal’s commercial offerings.

When asked about their preferred activities during this time:

- 43% indicated a desire to find a space to relax,
- 25% prioritized food and beverage options,

- 19% were interested in shopping, and
- 14% sought areas to work or attend to personal tasks.

JMP hopes that, when time and schedules permit, all passengers — particularly PRMs — can fully enjoy the terminal’s amenities during their stay.



## 2. EVALUATION PROCESS/TIMELINE

This RFP will be conducted in two stages.

The first stage of this RFP (“**Stage One**”) is open to all Respondents who are invited to submit proposals meeting the requirements set forth in this RFP Document. During Stage One, Respondents will have the opportunity to ask questions about this RFP in accordance with the procedures set forth in this RFP Document.

After Stage One, JMP will share all responses to this RFP with JMP’s current expected airline tenants at Terminal 6 who will then select certain Respondents (each a “**Preferred Respondent**”) who will be invited to participate in the second stage of this RFP (“**Stage Two**”). During Stage Two, JMP may schedule meetings with Preferred Respondents to discuss and present their proposals and may provide feedback to Preferred Respondents on their proposals. Preferred Respondents will then be asked to revise their proposal to submit their best and final offer which will be evaluated by JMP in consultation with its current expected airline tenants at Terminal 6. Preferred Respondents will be expected to sign a Confidentiality Agreement

The following schedule is intended to illustrate the anticipated timeline for this RFP:

| Activity                                     | Date                                      |
|--|---|
| RFP Issued                                   | July 21st, 2025                           |
| Deadline to Submit Questions on this RFP     | July 31st, 2025                           |
| Deadline to Submit Proposal                  | August 18th, 2025                         |
| Meetings with Preferred Respondents (if any) | Week of September 15 <sup>th</sup> , 2025 |

JMP reserves the right to amend or otherwise modify the above schedule at any time in its sole discretion.

## **2.1. PROPOSAL DEADLINE AND SUBMISSION INSTRUCTIONS**

Proposals must be received by no later than 5:00pm EST on August 18th, 2025 (the “**Proposal Deadline**”).

All proposals should be emailed to: [T6PRMRFP@vantagegroup.com](mailto:T6PRMRFP@vantagegroup.com).

All proposals must be submitted with the subject header **RFP – JFK Terminal 6 PRM** and include the Respondent’s business name, contact full name, business address, phone number and email address.

Please PDF the entire proposal in (1) one file with all documents included, other than the proposed Standard PRM Services Contract which should be provided in Microsoft word format.

JMP has no obligation to consider any proposal received after the Proposal Deadline.

## **2.2. COMMUNICATIONS WITH JMP/QUESTIONS ABOUT THE RFP**

All communication regarding this RFP and any questions in connection with this RFP must be directed in writing to: [T6PRMRFP@vantagegroup.com](mailto:T6PRMRFP@vantagegroup.com).

All questions regarding this RFP must be submitted no later than 5:00pm ET on July 31, 2025 (the “**Question Deadline**”).

All correspondence must be submitted with the subject header **RFP – JFK Terminal 6 PRM** and include the Respondent’s business name, contact full name, business address, phone number and email address.

JMP will issue written responses to questions received by the Question Deadline, which may be shared with all Respondents.

JMP shall have no obligation to respond to questions received after the Question Deadline.

Throughout the RFP, and in addition to any information provided by Respondents to this RFP, JMP may in its sole discretion conduct bilateral meetings with certain Respondents, including asking questions to clarify any information provided by a Respondent. If for the purposes of the preparation of its response to this RFP, a Respondent wishes to rely upon anything said or indicated at a bilateral meeting then the Respondent must submit a written question as set forth above, including by the Question Deadline. Oral advice or representations made by or on behalf of JMP should not be relied on by Respondents.

### **3. SPECIFICATIONS, REQUIREMENTS AND OTHER KEY COMMERCIAL TERMS**

#### **3.1. SPECIFICATIONS AND REQUIREMENTS**

Respondents are expected to provide a proposal meeting all the specifications and requirements set forth herein. JMP shall have no obligation to review any proposal that fails to demonstrate that it meets such specifications and requirements.

##### **3.1.1 RESPONDENT EXPERIENCE**

Respondents and/or key personnel (such as local leadership) must possess a minimum of six (6) years of experience delivering PRM services at large-scale commercial facilities of comparable size and complexity. These may include airports, shopping centers, universities, stadiums, or major transportation terminals.

Respondents must provide a specific example demonstrating this experience. The example must include the following reference details:

- Organization name
- Contact person's name and title
- Address
- Telephone number
- Email address
- Contract value

The referenced contract must have an annual value exceeding USD \$2 million. Multiple facilities within a single, locally managed network (e.g., a school system) may be considered as meeting this requirement, provided all other criteria are satisfied.

##### **3.1.2 SCOPE OF SERVICES**

JMP expects the scope of Services provided by a successful Respondent to be comprehensive and include the following components described herein.

#### **Expected Service Levels/Offerings**

JMP expects Respondents to offer at least two levels or offers for the Services covering the following:

- **Push Service (Standard Wheelchair Assistance):**
  - Point-to-point wheelchair escort
  - Wellness checks at least every 30 minutes
  - Ensure every guest has the opportunity to use restroom facilities and purchase food or beverages before their flight (coordinated with airline schedules).
- **Push Plus Service (Enhanced Personalized Assistance):**
  - Includes all Push Services
  - Additional sustained engagement with the passenger and personalized support such



as visits to terminal retail and dining options or other terminal amenities, and guided tours of terminal artwork and features.

## **Operational Coverage Zones**

JMP expects the main coverage zones for the Services to be as follows:

- Curbside Call Button Locations: JMP will install call buttons for assistance requests—one in Phase 1, with an additional unit in Phase 2.
- Wheelchair Staging Areas
- Customs & Immigration, Baggage Recheck, Arrivals Concourse
- Arrivals Areas: Domestic and International Baggage Claim, Future Arrivals Lounge
- Inter-Terminal Transfers (AirTrain)
- Federal Circle Transfers: Attendants must remain with the customer until they are safely connected with their next mode of transportation (e.g., shuttle, rideshare).
- Offsite Operations (Bussing): Includes remote and hardstand airside operations

## **Core Operational Responsibilities**

As part of the Services, JMP expects the successful Respondent to be responsible for the following:

- *Staffing Management:* Maintain dynamic staffing levels for both peak and off-peak periods. All staff must be trained to support PRM passengers across all aircraft types and terminal areas.
- *Continuous Customer Support:* Never leave a non-mobile customer unattended for more than 30 minutes. Remain with the customer until a formal handover is completed.
- *Disruption Support:* Provide assistance during delays or cancellations to ensure customer comfort.
- *Equipment Management:* Retrieve and manage wheelchairs and mobility devices from all designated areas.
- *Real-Time Coordination:* Work closely with airline ground operations and airport systems to align resources with live flight activity.

## **Training Requirements**

All staff must complete a robust training program covering the following areas:

- Disability Awareness & Care
  - Understanding physical, sensory, and hidden disabilities
  - Tailored handling techniques and levels of care
- Hidden Disabilities Sunflower Program
  - Recognizing the symbol
  - Adjusting service levels accordingly
- Terminal 6 Sensory Room
  - Purpose and appropriate customer use
  - Mobility Equipment Handling
  - Safe use of Aisle Chairs and AmbuLifts
  - Customer Escorting Techniques

- Supporting visually impaired, neurodivergent, or flagged passengers
  - Assisting with luggage and carry-on items
- Family Escorting Policy
  - Understanding and applying family support protocols
- Terminal 6 Standards & Operations
  - Familiarity with service standards, amenities, and layout
- Emergency & Medical Protocols
  - Emergency response and evacuation procedures
  - Terminal-specific medical protocols
  - “Straight back” transfer techniques
- Service Delivery
  - Providing empathetic, professional, and inclusive service
  - Enhancing the guest experience through respectful interactions

### **Communication Aids & Accessibility Tools**

Staff must be trained in the use of communication aids, including:

- Braille cards
- Visual aids
- Live translation tools
- PANYNJ-provided tools (e.g., ASL interpreters)

### **Mobility Equipment Standards**

The successful Respondent must maintain a diverse, ADA-compliant fleet of mobility devices, including:

- Manual Wheelchairs with safety belts and footrests
- Bariatric Wheelchairs with minimum 700 lb. capacity
- Pediatric Wheelchairs with safety harnesses
- Aisle/Straight back Chairs for secure aircraft boarding
- Powered Transport Chairs (optional/future scope)
- Straight-leg Wheelchair support

### **Safety, Compliance & Quality Standards**

The successful Respondent must implement and maintain a comprehensive program that ensures safety, cleanliness, regulatory compliance, and service quality. This program must include the following components:

- Safety & Cleanliness
  - Conduct regular maintenance and cleanliness inspections.
  - Promptly report unsafe conditions to dispatch and JMP.
  - Maintain an adequate inventory of supplies, subject to audit by JMP.
- Regulatory Compliance
  - Understand and adhere to Department of Transportation (DOT) regulations, including those related to Complaint Resolution Officers and feedback escalation



- procedures.
  - Comply with all applicable standards and procedures established by JMP, the airport authority, airline tenants, and regulatory bodies, including the Air Carrier Access Act and the Americans with Disabilities Act (ADA).
- Compliance Program Requirements
  - Real-Time Reporting: Provide live service data to JMP and airline partners.
  - Feedback & Escalation: Establish a clear platform for complaints and feedback or integrate with a JMP-provided system.
  - Recordkeeping: Maintain accurate records of guest interactions and required documentation.
  - Guest Experience Training: Ensure all employees are trained and regularly recertified in JMP's terminal-wide Guest Experience standards.
  - Service Improvement: Deliver ongoing insights and recommendations from field operations to enhance service delivery.

### **Telematics Requirements**

The successful respondent will be expected to implement a modern, integrated tracking and telematics solution that enhances operational efficiency and customer experience. This system must include, but is not limited to:

- *Real-Time Dispatch System:* A live availability platform for efficient wheelchair and personnel deployment.
- *ADA-Compliant Accessibility:* The platform must be fully accessible to users with visual, hearing, and cognitive impairments.
- *System Integration:* Seamless interoperability with airline and airport operations to ensure coordinated service delivery.
- *IOC Access:* Full system access must be granted to JMP's Integrated Operations Center (IOC), either through a dedicated in-person terminal or virtual link.
- *Pre-Booking Capabilities:* Explore and potentially implement a pre-booking feature for personalized services (e.g., escort requests).
- *Live Translation Tools:* Incorporate tools such as text-to-speech and handheld translation devices to support multilingual communication.
- *Audio Tour Integration:* Capability to integrate with terminal-wide audio guidance or tour systems.
- *Multilingual Support:* The system must support multiple languages to accommodate diverse passenger needs.

### **Uniform & Appearance Standards**

All employees of the successful Respondent must wear professional, JMP-approved uniforms while on duty. Uniform requirements include:

- Uniform Components
  - Distinctive, branded uniforms approved by JMP
  - ID badge with employee name and company insignia
  - SIDA badge (if applicable), worn in accordance with airport regulations

- **Appearance Standards**
  - Employees must maintain a neat, clean, and well-groomed appearance
  - High standards of personal hygiene are required
  - Uniforms must be freshly cleaned at all times
  - Sufficient uniforms must be provided to ensure compliance
  - Personal clothing must not obscure any part of the uniform

JMP expects to have the right to request the removal of any employee not in compliance with uniform and appearance standards without relieving the successful Respondent of their obligation to maintain adequate staffing levels.

### **Guest Experience Standards**

JMP is seeking Respondents who demonstrate a strong culture of exceptional guest experience and a proven ability to deliver innovative solutions to their clients.

To ensure high-quality service delivery, JMP will conduct regular performance reviews to assess the successful Respondent's adherence to established standards and to support continuous improvement of performance monitoring systems. Performance metrics may also be used to promote and highlight the quality of services provided.

Respondents are required to submit a summary of their organization's customer service plan and any relevant programs, along with a full copy of the plan as part of their proposal. All proposed standards must meet or exceed the Port Authority's Customer Care Standards, which can be accessed here: [www.panynj.gov/airports/pdf/PA\\_Customer\\_Service\\_Standards.pdf](http://www.panynj.gov/airports/pdf/PA_Customer_Service_Standards.pdf).

Employees of the selected respondents are expected to uphold the highest standards of guest service and care, including but not limited to the following:

- **Customer Care Expectations**
  - *Adherence to Standards:* Comply with the Port Authority's Customer Care Standards
  - *Effective Communication:* Be capable of clearly explaining transport procedures to customers, bridging potential language barriers using technology as needed.
  - *Situational Awareness:* Remain attentive to the needs of PRM/PRA customers and provide assistance proactively.
  - *Critical Thinking:* Use sound judgment to assess customer needs and offer the most comfortable and appropriate service options during transport.
  - *Physical Capability:* Be physically able to push wheelchair users to and from gates throughout the shift.
- **Timeliness & Continuity of Care**
  - *Time Management:* Ensure timely arrival at gates for pre-boarding procedures.
  - *Continuous Supervision:* Remain with the customer until they are formally handed over to airline staff or have exited the terminal. Under no circumstances should a non-mobile customer be left unattended for more than 30 minutes, even if accompanied, unless the customer explicitly waives assistance.
  - *Avoid In-House Handovers:* Minimize internal transfers. When unavoidable, ensure seamless continuity of care and minimal wait times.

- Comprehensive Assistance
  - *Full-Service Transport*: Assist customers both inside and outside the terminal, including:
    - Jet bridges
    - Inter-terminal transfers
    - Federal Circle connections
  - *Security & Amenities Support*: Assist customers through security, baggage claim, restrooms, restaurants, shops, parking areas, and shuttle stops.
  - *Baggage Handling*: Retrieve luggage from baggage belts and assist with carry-on items, maintaining awareness of security protocols.
  - *Boarding & Deplaning*: Safely assist customers in and out of aisle chairs and aircraft seats as needed.
  - *ADA Equipment Use*: Be proficient in operating ADA-compliant wheelchairs, including those compatible with switchback ramps used in remote busing operations.
- Service Disruptions
  - *Delay & Cancellation Support*: Provide attentive and compassionate assistance to customers affected by flight delays or cancellations.
- Professional Conduct
  - *Customer Interaction*: Demonstrate professionalism, respect, and a commitment to exceeding customer service expectations.
  - *Performance Accountability*: JMP reserves the right to request the removal of any employee who fails to meet established guest service standards.

## Security Clearance Requirements

To fulfill the scope of services, the successful Respondent must ensure that designated staff obtain and maintain Security Identification Display Area (“SIDA”) badges to access sterile areas and, where applicable, Air Operations Area (“AOA”) zones and Federal Inspection areas (requires a bond for U.S. Customs and Border Protection FIS access).

Specifically:

- Respondents should demonstrate familiarity with the SIDA clearance process, including timelines, documentation, and training requirements.
- Respondents must indicate the number of current operational staff who already hold valid SIDA clearance.
- Respondents must have permission to access all TSA and USCBP areas

This information will be used to assess the respondent’s readiness to deploy qualified personnel in secure areas of the terminal.

## 3.2. EXPECTED CONTRACTUAL ARRANGEMENT/LENGTH OF AGREEMENT

Once selected, the successful Respondent would be expected to enter into an operating permit with JMP (the “**Operating Permit**”) that allows the successful Respondent to provide the Service at

Terminal 6 subject to certain terms and conditions, including the requirements set forth in this RFP Document.

The Operating Permit will provide, among other things, that the successful Respondent will be the exclusive PRM services provider at Terminal 6. JMP expects the Operating Permit to have a term of no less than 7 years, subject to standard termination rights including in the event of a breach of the Operating Permit by the successful Respondent or a failure to meet expected service standards.

A copy of a proposed Operating Permit will be made available to Respondents for review during Stage Two of the RFP.

The successful Respondent will also be expected to enter into separate agreements with airlines at Terminal 6 and the Operating Permit will include versions of the standard terms and conditions (including pricing to airlines) approved by JMP (each a “**Standard PRM Services Contract**”) under which the successful Respondent may offer its equipment and services to airlines. The successful Respondent will be permitted to offer its equipment and services to airlines at Terminal 6 only on the terms and conditions (including pricing) set forth in the Standard PRM Services Contract or such other terms and conditions that may be approved by JMP.

JMP’s expectation is that in addition to the Operating Permit, the successful Respondent, will separately obtain a privilege permit (the “**Privilege Permit**”) from the Port Authority in respect of its operations at Terminal 6. Although subject to the terms and conditions in the Privilege Permit as may be required by the Port Authority, JMP’s expectation is that the Privilege Permit will provide that the successful Respondent must pay JMP a fee of approximately 5% of the successful Respondent’s gross revenues from Terminal 6 operations.

As noted in Section 2.4, to the extent Respondents need Additional Space for their operations, JMP may also require Respondents to enter into a separate sublease agreement for such Additional Space which may include rental fees.

### **3.3. PRICING/PAYMENT TERMS**

JMP expects Respondents to provide pricing on a per passenger basis for both “Push” and “Push Plus” level service.

Such pricing should be inclusive of all expenses and other standard components of that level of service, including staffing, equipment, maintenance, training, telematics, onboarding, insurance, and any other required components as detailed in this RFP Document. Such pricing should also be inclusive of all fees or taxes (other than sales tax). To the extent such components or fees can be itemized, Respondents should provide such details.

To the extent Respondent offers different pricing models or optional add-on services above the requirements set forth in this RFP Document, Respondents are welcome to provide such information in addition to the required per passenger service level pricing.

### **3.4. ADDITIONAL SPACE/UTILITIES**

JMP currently expects to provide limited space at Terminal 6 without charge to the successful Respondent for storage of equipment used in the Services.

Although not guaranteed, JMP may be able to provide Respondents with additional storage, office, or other back-of-house space (“**Additional Space**”) for rent in connection with Respondents delivery and/or performance of the Services. Rates and charges for such Additional Space will be determined by JMP in its discretion and would be set forth in a separate lease agreement in respect of any such Additional Space.

As part of their proposal, Respondents should provide detailed space requirements necessary for their operations considering the expected operations at Terminal 6, including through its phased development as described in Section 1.2. These space requirements should be categorized into (i) maintenance, (ii) storage, (iii) office, or (iv) other and Respondents should outline the square footage needed for each type of space. Respondents should clearly identify how much space would be expected to be required in each phase of development. Respondents should also identify any unique requirements for such space, or any additional facilities or amenities necessary to support their operations.

Respondents would be obligated to pay the costs of any utilities used in any Additional Space.

### **3.5. TAXES, LICENSES, PERMITS**

The successful Respondent is solely responsible for the timely payment of all appropriate taxes, license, and permit fees that may be levied by the Port Authority, any other City, County, State, or Federal government or any agency thereof.

### **3.6. LABOR HARMONY**

The Port Authority has enacted a labor harmony policy applicable to JMP’s commercial partners. The successful Respondent will be expected to comply with such labor harmony policy, to the extent applicable.

### **3.7. M/WBE, LBE AND SDVOB PARTICIPATION**

JMP is committed to fostering growth and independence in our community and has a demonstrated track record of working with Airport Concession Disadvantaged Business Enterprises, Minority-Owned Business Enterprises (“**MBEs**”), Women-Owned Business Enterprises (“**WBEs**”, together with MBEs “**M/WBEs**”), Local Business Enterprises (“**LBEs**”) and Service-Disabled Veteran-Owned Business (“**SDVOBs**”). JMP has committed to achieving a minimum level of M/WBE, LBE and SDVOB participation in the development and operation of Terminal 6, which may be accomplished through various structures and arrangements, including subcontracting or supplier agreements or other structures and arrangements.

Respondents should use good faith efforts to achieve an M/WBE participation goal of at least thirty percent (30%) of the cost of providing the Services contemplated by this RFP Document, of which at least twenty percent (20%) participation is from MBEs, and ten percent (10%) is from WBEs.

Respondents should also use good faith efforts to achieve an LBE participation goal of at least ten percent (10%) of the cost of providing the Services contemplated by this RFP Document, with at least three percent (3%) participation from LBEs with a principal business office or significant business presence within the Tier 1 Zone (as defined by the Port Authority). For more information on the Port Authority’s LBE participation program please visit: <https://www.anewjfk.com/work-with-us/work->

[with-panynj/](#).

Additionally, respondents should use good faith efforts to achieve an SDVOB participation goal of at least three percent (3%) of the cost of providing the Services contemplated by this RFP Document.

As part of their proposal, Respondents must include a plan outlining how they will achieve such participation.

Although a proposal from a Respondent fails to demonstrate that such Respondent will achieve such MBE, WBE, LBE or SDVOB participation goals may still be considered by JMP, such failure will be taken into consideration in the evaluation of such proposal.

### **3.8. INSURANCE**

Respondents will be expected to have comprehensive liability and property damage insurance coverage meeting the requirements of JMP and the Port Authority and should include details of their current coverage and insurance policies relevant to the provision of the [Product/Service] as part of their proposal.

## **4. PROPOSAL REQUIREMENTS**

### **4.1. CONTENTS OF PROPOSAL**

All proposals must include the following elements:

1. Cover letter
2. Respondent Company Profile
3. Description of Services
4. Project Plan / Timeline
5. Pricing Details
6. M/WBE, LBE, SDVOB Participation Plan
7. Insurance Coverage
8. Conflict of Interest Disclosure
9. Proposed Form of Standard PRM Services Contract

JMP has no obligation to review any proposal from any Respondent that does not include all required elements or does not otherwise conform with the requirements set forth in this RFP Document.

### **4.2. COVER LETTER**

Each Respondent must submit with their proposal a cover letter identifying the Respondent company and a brief summary of the proposal.

The cover letter should not be more than two (2), single-sided pages with no smaller than 12-point font.

The cover letter must be signed by an authorized representative of the Respondent. Respondents should provide the name, phone number, e-mail, and title of the individual responsible for the proposal.



#### **4.3. RESPONDENT COMPANY PROFILE**

Each Respondent must submit with their proposal a brief statement describing the Respondent company, their years of experience (including with providing the Services in connection with similar projects), key personnel of the Respondent company and any proposed partners or key consultants or contractors. Respondents should also highlight the Respondent company's core businesses, products, services, and markets, as well as any awards or other recognitions they have received.

The Respondent Company Profile must also include the following information:

- Legal name of Respondent company
- Legal form of organization of Respondent company
- Jurisdiction and date of incorporation/formation of Respondent company
- If outside New York confirm whether Respondent company is registered with New York Secretary of State as a Foreign Corporation authorized to do business in New York.
- Principal place of business of Respondent company
- Website address of Respondent company
- At least one customer reference for PRM services

The Respondent Company Profile should also demonstrate that the Respondent company satisfies the Respondent experience requirements set forth in Section 2.2 of this RFP Document.

Respondents must also answer the following questions:

- Has the Respondent Company, or any affiliate, partner, shareholder, or member thereof, been the subject of bankruptcy or other insolvency proceeding? If yes, please provide details.
- Have any key personnel of the Respondent Company been the subject of such a proceeding or served as an officer or director of a company that has been the subject of such a proceeding? If yes, please provide details.
- Has the Respondent Company, or any affiliate, partner, shareholder, or member thereof, been the defendant in any proceeding involving fraud, tax evasion or any other financial crime or deception? If yes, please provide details.
- Have any key personnel of the Respondent Company been the defendant in such a proceeding or served as an officer or director of a company that has been the defendant in such a proceeding? If yes, please provide details.

Respondents must include as an attachment to the Respondent Company Profile a Corporate Organizational Chart for the Respondent Company identifying its parent company / partners / shareholders / members as well as any other subsidiaries or affiliates. If applicable, please also identify any M/WBE, LBE or SDVOB partners, shareholders, or members in Respondent Company.

The Respondent Company Profile (not including the Corporate Organizational Chart) should not be more than five (5), single-sided pages with no smaller than 12-point font.

#### **4.4. DESCRIPTION OF SERVICES**

Respondents must include a description of their proposed Services meeting the requirements set

forth in this RFP Document.

#### **4.5. PROJECT PLAN/TIMELINE**

Respondents must also identify the proposed implementation plan and timeline for delivery of the Services as part of their proposal, including any considerations arising from the phased construction schedule of Terminal 6 as described in this RFP Document (if applicable).

Respondents should also list any proposed contractors or consultants, with a description of their responsibilities and their experience and expertise in providing the Services. Respondents should identify if any contractors or consultants are MBEs, WBEs, LBEs or SDVOBs and their level of participation (if applicable). Notwithstanding the use of any contractors or consultants, Respondents are expected to remain primarily responsible for delivery of the Services.

To the extent applicable, Respondents should also describe their project management approach, team structure, communication plan, issue escalation plan, quality control plan and any other relevant information.

#### **4.6. PRICING DETAILS**

Respondents must include all the pricing and payment terms of their proposal consistent with the requirements set forth in this RFP Document.

#### **4.7. MBE, WBE, LBE AND SDVOB PARTICIPATION PLAN**

Respondents must include a description of their plan to use good faith efforts to meet the MBE, WBE, LBE and SDVOB participation goals as set forth in this RFP Document, including the MBE, WBE, LBE or SDVOB certification status of any such parties who will participate.

Although a proposal from a Respondent that fails to demonstrate that such Respondent will achieve such MBE, WBE, LBE or SDVOB participation goals may still be considered by JMP, such failure will be taken into consideration in the evaluation of such proposal.

#### **4.8. INSURANCE COVERAGE**

Respondents must submit a description of all insurance coverages currently in place applicable to the delivery of the Services as part of their proposal.

#### **4.9. CONFLICT OF INTEREST DISCLOSURE**

Respondents must include a description of any known current or past relationships that may constitute a real or perceived conflict of interest in this RFP including any known current or past relationships between the Respondent, its affiliates or any key personnel and the following (or their affiliates):

- JMP
- Vantage Group
- American Triple I
- RXR Realty

- JetBlue
- The Port Authority

#### **4.10. PROPOSED FORM OF STANDARD PRM SERVICES CONTRACT**

Respondents must also include a draft of a proposed form of Standard PRM Services Contract for the Services in Microsoft word format. Respondents should be advised that JMP may take into consideration in the evaluation of the Respondent's proposal any changes required to Respondent's proposed form of agreement to comply with JMP's legal and operational requirements, including any requirements imposed on JMP by the Port Authority.

### **5. OTHER TERMS AND CONDITIONS OF THIS RFP**

#### **5.1. EVALUATION**

JMP has developed this RFP Document based on the principles of competition, fairness, inclusion, transparency, and integrity.

The membership of any committee that created and approved of this RFP Document, that will evaluate any and all proposals, and that developed the structure, processes and procedures for such evaluation has been and will be determined by JMP in its sole discretion.

The criteria used to evaluate each Respondent's proposal shall be determined and may be modified at any time by JMP in its sole discretion. JMP's expectation is that the evaluation of each Respondent's proposal will be holistic and based on multiple factors and compliance with the requirements set forth in this RFP Document. JMP has no obligation to evaluate any proposal from a Respondent that does not meet the requirements set forth in this RFP Document, but JMP reserves the right to waive any such non-compliance and proceed with evaluation of such proposal in its sole discretion.

#### **5.2. LIABILITY FOR ERRORS**

While JMP has made efforts to ensure an accurate representation of information in this RFP Document, the information contained in this RFP Document is supplied solely as a guideline and may be subject to change and should not be relied upon by any person.

The information contained in this RFP Document is not guaranteed or warranted to be accurate by JMP, its shareholders or any of its agents or affiliates, nor is it necessarily comprehensive or exhaustive.

JMP has no obligation to update the information contained in this RFP Document or notify you of any updates to such information.

Nothing in this RFP Document is intended to relieve Respondents from forming their own opinions and conclusions with respect to the matters addressed in this RFP Document.

By providing you with access to this RFP Document, JMP does not assume any liability to you in connection with your use of the information contained in this RFP document.

### **5.3. NO CLAIM FOR EXPENSES, DAMAGES OR COMPENSATION**

Each Respondent and each other party accessing this RFP Document is solely responsible for its own costs and expenses in relation to this RFP including preparing and submitting any response hereto and/or attending meetings with JMP during the evaluation process.

JMP is not liable to pay such costs and expenses or to reimburse or to compensate a Respondent or any other party under any circumstance and JMP has no obligation to enter into a contract or other commitment with any Respondent or any other party.

Respondent, by submitting a response to this RFP Document or otherwise participating in this RFP, agrees that it will not assert any claim whatsoever against JMP, its shareholders, directors, affiliates, employees, contractors, or agents relating to this RFP, its participation in this RFP or any outcome of this RFP.

Respondent, by submitting a response to this RFP Document or otherwise participating in this RFP, waives any claim for damages or loss of profits if Respondent is not selected or is not otherwise successful in this RFP.

No Respondent shall have any claim for any compensation of any kind whatsoever, as a result of submitting a response to this RFP Document or otherwise participating in this RFP, and by submitting a response to this RFP Document or otherwise participating in this RFP each Respondent shall be deemed to have agreed that it has no claim.

### **5.4. VERIFICATION AND DUE DILIGENCE**

JMP reserves the right to verify any statement or claim contained in any Respondent's proposal, or related materials, or made subsequently by a Respondent or its representatives in any correspondence or discussion. That verification may be made by whatever means JMP considers appropriate including, without limitation, contacting any references provided by the Respondent and any proposed contractors or partners of the Respondent.

In submitting any proposal, the Respondent is deemed to consent to JMP, as part of its due diligence, verifying any information provided by third parties, including Respondent's references and proposed contractors, consultants and partners, and to obtaining additional information from third parties regarding Respondent, its directors, officers, shareholders, owners, key employees, subcontractors and any other person associated with Respondent as JMP may deem appropriate. JMP may also make inquiries with the Port Authority and its partners regarding previous relationships Respondent may have had with those organizations.

Respondent understands and accepts that JMP may in its sole discretion consider none, some or all such information verified and obtained in its evaluation of the Respondent's proposal and related materials.

If JMP discovers that statements made by a Respondent are inaccurate or misleading, JMP may disqualify the Respondent from further participation in the RFP.

## **5.5. NOTIFICATION OF RESPONDENTS / NO OBLIGATION TO AWARD CONTRACTS**

JMP will notify Respondents regarding the outcome of JMP's review and evaluation in writing. JMP will make reasonable efforts to notify Respondents who are not selected, provided that JMP is under no obligation to do so.

JMP's evaluation of Respondent proposals and related material will remain confidential and JMP is not obligated to disclose its evaluation of such information to any Respondent or any third party.

There will be no public opening of the Respondent proposals, related materials, or any other documents received by JMP. Proposals will be opened privately by JMP after the Proposal Deadline. No public announcement of the contents of any proposal will be made at any time.

Regardless of the outcome of this RFP, JMP is under no obligation to select any Respondent or negotiate or award a contract of any sort in connection with the matters contemplated by this RFP and may terminate this RFP at any time. At no time will JMP have any duty or obligation to disclose to Respondents or third parties any information regarding JMP, the evaluation of proposals, any further stages of this RFP, or anything related thereto.

## **5.6. CONFIDENTIALITY; PUBLICITY**

This RFP Document and any other material and information provided by JMP to Respondents in connection with this RFP ("**Confidential Information**") is proprietary and confidential information of JMP. Subject to the terms of any confidentiality agreement between a Respondent and JMP, and except as may be required by applicable law, Respondents agree not to disclose any Confidential Information to any third party or otherwise use any Confidential Information, except in connection with participation in this RFP.

Respondents agree to keep the Confidential Information confidential using the same level of care that Respondent uses with respect to its own confidential and proprietary information, but no less than reasonable care.

Respondents agree, upon request from JMP, to destroy all copies of this RFP Document and any other Confidential Information provided to Respondent in connection with this RFP.

Respondents agree not to make any public statements about this RFP or their participation therein, except with JMP's prior written consent. Nothing in this RFP Document shall be deemed a grant of any license to use the name, logo, trademarks, or other intellectual property of JMP.

## **5.7. AGREEMENT WITH TERMS**

By participating in this RFP, Respondent agrees to all the terms and conditions of this RFP as set forth in this RFP Document and agrees to follow all JMP's rules and regulations applicable hereto. All responses to this RFP and any supplementary material will become the property of JMP. JMP reserves the right to amend, supplement or otherwise modify the terms and conditions of this RFP and this RFP Document at any time in its sole discretion.

[End]