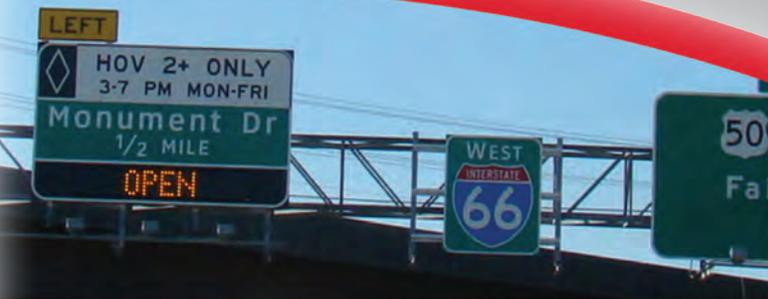




Interstate 66 Corridor Improvements

From US Route 15 in Prince William County
To Interstate 495 in Fairfax County

Request for Information
November 25, 2013



LANE



a. General

1. *Please describe your firm, its experience in relation to public-private partnership projects, and its potential interest in relation to the Project (e.g., design/engineering firm, construction firm, operations and maintenance firm, lender, equity investor, etc.)?*

The Lane Construction Corporation (LANE) was founded in 1890 and incorporated in April of 1902. We are a transportation and heavy civil construction company specializing in road, mass transit, airport, and bridge construction. We currently operate offices, quarries, and asphalt plants in over 20 states and internationally.

LANE embodies a culture of safety and quality evidenced by our consistent top 10 rankings in the *Highways* category (#1), the *Transportation* category (#6), and the *Top 50 Domestic Heavy Contractors* category (#7) by *Engineering News Record (ENR)*. We consistently outperform national and industry safety statistics and performance goals. Our current Experience Modifier Rating (EMR) is 0.56, far below the industry average of 1.00. In 123 years of operation, LANE has never failed to complete a contract.

LANE has led, partnered, subcontracted and acted as an equity partner on numerous types of projects including alternative delivery. On the Interstate 66 Corridor Improvements Project, LANE is prepared to assume the role as a prime contractor, a Joint Venture partner, an equity partner, or any combination thereof.

LANE's primary interest in the I-66 Corridor Improvements project will be as a Design-Build contractor. To the extent the project is procured as an availability payment based concession, LANE will also participate in the Developer SPV as a minority investor.

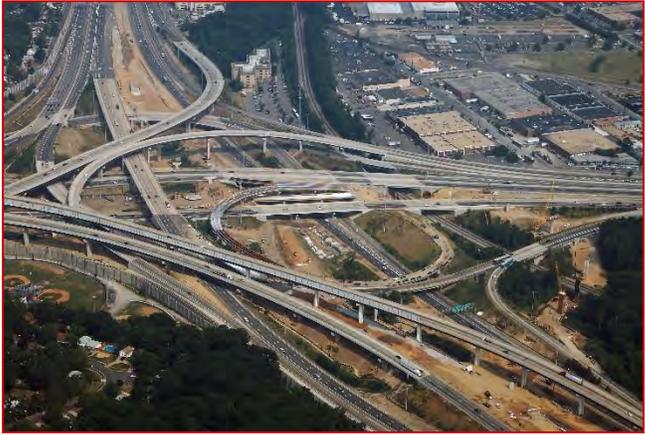
LANE has successfully participated in over 60 Design-Build (D-B) and Public Private Partnership (P3) projects ranging in scope from \$15 million to \$1.5 billion. LANE has led or partnered on teams that have constructed more than \$3.1 billion in D-B and P3 projects. Some of our more notable projects include those described below.

LANE has been involved with numerous P3 projects in the U.S., including DBF and DBFOM procurements. Some of the projects LANE has been associated with are:

- \$1.5 billion I-495 Capital Beltway Express Lanes DBFOM (VA) – 35% construction JV partner with Fluor (which in addition to the CJV, included significant performance by two of LANE's divisions, Virginia Paving Company - \$142M and Virginia Sign & Lighting - \$2M)
- \$690 million I-95 HOT Lanes DBFOM (VA) – 35% construction JV partner with Fluor (which in addition to the CJV also includes significant performance by two of LANE's divisions, Virginia Paving Company - \$40M and Civil Wall Solutions - \$30M)
- \$118 million I-95 widening DBF (Brevard County, FL) – 100% DBF contractor; LANE arranged a \$38 million revenue bond issuance to meet the FDOT funding gap for this project
- \$105 million South Norfolk Jordan Bridge DBFOM (VA) – 100% DB contractor and concession equity investor



In a Joint Venture role, LANE recently completed the **I-495 Express Lanes D-B/P3 Project** and well underway on the **I-95 Express Lanes D-B/P3 Project**. The I-495 Express Lanes project is one of the most significant roadway improvements to the nation's capital region, and was opened to traffic on November 17, 2012 for an early delivery. LANE's proven D-B and P3 partnering experience resulted in several safety milestones for this \$1.5 billion project, which achieved 5,000,000 safe man-hours without a lost time injury; a significant milestone for a project of this magnitude. Construction encompassed 14.4 miles of four new general purpose traffic lanes (two in each direction) and the reconstruction of ramps, interchanges, frontage roads, overpasses, underpasses, and bridges. In addition, the project included the installation of the Open Road Tolling System and Advanced Transportation Management System (ATMS).



LANE served as the prime contractor on the \$105 million **South Norfolk Jordan Bridge D-B Project**. The new, 100% privately financed bridge spans the Elizabeth River between the cities of Chesapeake and Portsmouth, VA. The 5,375-foot long bridge is a two-lane, fixed-span, high-rise toll bridge with navigational clearances of 145 feet high and 270 feet wide. The bridge features two 12-foot wide traffic lanes and two 8-foot wide shoulders and one eight-foot-wide, ADA-compliant sidewalk separated from traffic by a concrete barrier and utilize a fully electronic tolling system with E-Z Pass.

LANE served as the utility and civil infrastructure general contractor on the \$2.7 billion **WMATA Dulles Corridor Metrorail Project (DCMP) Phase I**, which will hold the 12-mile long Silver Line Extension travelling to Dulles International Airport. LANE's scope of work encompassed several DCMP work packages including Early Mechanical, Electrical and Plumbing (MEP), Utilities Relocation, West Falls Church Yard Site Work, and the Pedestrian Bridge Erection projects.

LANE understands the P3 delivery process and we bring that experience to forthcoming P3 projects such as the I-66 Corridor Improvements Project. We are actively responding to other P3 solicitations throughout the country. We have been shortlisted on the following P3 procurements and have advanced to the technical/financial proposal phase on:

- I-4 Ultimate in Florida
- I-69 Section 5 in Indiana
- SH183 Managed Lanes in Texas

In addition, we are actively pursuing the following three P3 projects, each of which is in the qualifications phase at this time:

- Purple Line in Maryland
- Illiana Corridor and I-65 Added Capacity Project(s) in both Illinois and Indiana



Other significant regional design build projects that Lane has successfully completed include:

The \$244 million **WMATA Blue Line Extension to Largo Addison Route D-B Project** encompassed the design and construction of a 3.1 mile mass transit cut-and-cover tunnel and rail line servicing both the inbound and outbound tracks. The project included aerial and at-grade structures, extensive utilities relocations, tunnels, soldier piles, and considerable excavation. LANE provided all track work, and automated control systems, including mechanical, traction power systems, electrical, automatic train controls and communication systems.



The Maryland SHA **Arena Drive D-B Project** involved widening I-495/95 from Arena Drive past MD 202 to the Glenarden Parkway overpass. When construction began, the Capital Beltway consisted of four lanes in each direction. The contract required the addition of one lane in each direction in the current median and a change in the traffic pattern from four to three through-lanes on the inside and two lanes for a collector distributor road on the outside. Additional project elements included excavation of 45,000 CY of earthwork; 53,000 T graded aggregate base stone; 87,000 T of hot mix asphalt; 46,000 LF of saw-cut asphalt pavement and pavement milling of 63,000 SY-IN.

2. Are there any particular concerns with any of the information that has been provided in this RFI, the Detail-Level Project Screening Report or the DEIS? Please explain any concerns and provide any proposed solutions or mitigations to address those concerns.

The ROW impacts appear to be understated; we see more properties, homes and facilities impacted east of Route 50 than is indicated. We currently have no alternative solution as space is required and whatever is needed must be taken. The potential for utility impacts is not addressed.

3. What, if any, advantages will the Commonwealth potentially gain by entering into an agreement in which operations and maintenance, lifecycle responsibility, and/or traffic and revenue risk are transferred to the private sector? How do you assess the likely magnitude of such advantages? What are the potentially offsetting disadvantages?

One of the greatest benefits of entering into an agreement in which O&M and lifecycle responsibilities are incorporated is that the “whole-life” cost approach can be utilized – in other words, construction costs can be optimized with the entire lifecycle and O&M factors in mind, not just to put out a “low bid”. This approach also allows for greater efficiencies during the entire term, construction included. A private O&M company will generally operate more efficiently than government and it also frees up government resources to better serve the community.

The benefits of transferring traffic/revenue risk to the private sector is debatable. It is a well-known fact that a significant percentage of traffic & revenue forecasts, globally, have an optimistic bias. This typically leads to underperforming concessions, sub-optimal debt service performance, and the



imposition of greater than expected toll burdens on motorists. Managed lanes add an additional layer of complexity due to their limited operating history, complexities of dynamic tolling systems, and volatile traffic volumes. In response to the higher risk associated with toll roads (relative to the availability payment model), concessionaires will price a higher risk premium into the financial model, and lenders will require more equity in the capital structure, and a larger debt service reserve. While there are a number of firms that are willing to take on traffic & revenue risk concessions, these factors will ultimately result in higher per mile cost to VDOT and to the motorists. Under its public service mandate VDOT already bears traffic & revenue risk on the vast majority of roads in the Commonwealth and it remains the party best equipped to manage this risk. VDOT's retention of this risk on the I-66 Corridor Improvements project (via an availability payment concession) will result in the lowest cost project and generate the maximum interest in the industry.

As far as disadvantages, this approach requires a great deal of coordination at all levels of government in order to mitigate the risk profile on the front end to ensure the lowest risk-adjusted project cost. In some instances, we have seen a public perception of long term O&M agreements as public facilities being "sold off" to private firms. There is almost always much public education to be done in a DBFOM model. Clearly defined performance metrics are also a requirement.

A number of factors are considered in this decision making process; namely, coordination at all levels of government, a fair and reasonable contract and hand back/"available facility" terms, public sentiment, past project history with the owner, and third party issues.

The primary drawback of any P3 procurement is the incremental cost associated with it as compared to a conventional procurement. The higher costs are on account of 3 key items:

1. Equity ROI: In the case of a DBFOM, the equity investor needs to earn a return on its investment, the amount of which is dictated by the risk profile of the project. If the project is procured via a conventional method such as DB, VDOT will not need to price in an additional layer of "profit" on the public funds invested in the project.
2. Higher transaction expenses: The use of private financing, whether debt or equity, requires certain upfront expenses that can make the project cost initially higher than it would be under a conventional procurement. These costs include legal fees, financial advisory fees, consultant fees (e.g. traffic & revenue consultants, lender's technical advisors), and rating agency expenses.
3. Debt financing costs The amount of capitalized interest during construction is one of the largest non-D&C related expenses. In addition to ongoing interest payments, lenders will also be paid upfront commitment fees at closing, unused commitment fees on the undrawn portion of bank-debt.

In addition, there is also the potential for some public outcry if/when a previously non-tolled roadway becomes a tolled roadway (even if only a portion of that roadway) after the improvements. Generally, a well-designed public outreach campaign to educate the public on the need and benefits of a P3 are adequate to win support for the project. We believe that while the above can be viewed as "drawbacks" in the near term, they are outweighed by the long term benefits of P3 procurement. The need to expand and upgrade the nation's infrastructure is critical and real, and whether VDOT uses public funds to pay for the procurement or it uses a P3, the end users of the asset have to pay, whether directly or indirectly. This message needs to be communicated to the public at an early stage to win their support.



b. Procurement Process:

4. *Do you have any particular concerns with or major observations about the milestone schedule provided in this RFI? Please provide your views on proposed solutions to address these concerns?*

The Potential Solicitation Schedule (assuming Design-Build delivery) provided in the RFI is a reasonable timeframe to prepare a proposal for the Project; we have added a few minor modifications/suggestions (noted in red) to this schedule below:

Request for Qualifications (RFQ) released
Qualifications due: 60 days after release
Short list establishment: 60 days after qualifications due
First Draft RFP issued: 30 days after short list established
Final RFP Issued: 180 days after Draft RFP issued
Technical Proposals due: 60 days after Final RFP issued
Price Proposal due: 45 days after Technical Proposal

5. *What are the critical path items for the procurement of this Project and why?*

- RFI
- Public Buy-in for the Project
- SOQ
- Shortlist of qualified teams/firms
- Timely release of RFP
- Proprietary Meetings (multiple for each team)
- Technical Proposal submission
- Cost Proposal submission
- Best Value Team Selection
- Award

It is imperative for the Proposers that the RFP process be committed to by VDOT/the Commonwealth, concise, defined in scope and have public buy-in. Proposing on a project such as this is a very expensive proposition for each team; the Owner has the responsibility to provide a viable process that is not perceived to waste time vetting different concepts at the proposers expense (e.g., Route 460).

Public buy-in is critical for the process to be a reality, to avoid costly delays and potential lawsuits and/or injunctions to stop the project wasting time and money. **Best Value Team** – is not always the low price or the one with unrealistic promises. **Design** – no work begins without design. **ROW** – cannot be established until the design is at a minimum at the 30% stage. **Design Public Hearings** – public buy-in to the project is critical for this stage to avoid costly delays. **Utilities & Permitting** – once we have approval for the design concept, permitting and utility relocation become the next step to clear the way for construction. **Construction** – the project begins.



6. Looking ahead over the next two to three years, do you believe your firm will be interested in submitting a committed proposal for the development of the Project (any or all of the build concepts)? Are there any particular concerns that may prevent your firm from getting engaged in the project development? How might those concerns be resolved?

LANE is interested in submitting a committed proposal for the development of this Project for any of the build concepts. However, it must be realized that the four targeted intervention type projects do not align themselves with a DBFOM P3 process; more likely DB only.

The main risk(s) towards the realization of the sample solicitation schedule might include:

- Public Buy-in
- Sufficiently developed concept/s for which to propose
- Sufficient traffic data
- An efficient, confidential Alternate Technical Concept (ATC) process.

A Draft RFQ and/or handout slides delineating the specific qualifications requirements that will be sought to respond to the RFQ would be particularly useful at an industry forum to advance an RFQ. The handout might include:

- Key Personnel required (e.g., D-B PM, Design Manager, Construction Manager, Systems Integration Manager, Quality Control Manager, etc.)
- Number, type and parameters of project work histories required
- Stakeholders
- Anticipated PROJECT Schedule (design and construction)
- DBE % goal
- Procurement method

Our firm would be interested in having individual meetings (One-on-One Meetings) with OTP3/VDOT staff as part of the industry forum sequence of events to share our views regarding the Project and any potential solicitation prior to their advertisements.

We have a concern that the owner is committed to a commercial and financial close on this or any project. Breakage support should be provided.

7. What is the minimum amount of time that your firm requires to develop and submit a committed detailed proposal for the Project after issuance of potential RFP?

LANE recommends that an absolute minimum of 6 – 9 months is required in order to develop and submit a committed detailed proposal for one of the three Transportation Capacity Projects after shortlist selection and issuance of the [initial draft] RFP.

Should the RFP only be for one or a combination of the four “targeted Intervention concepts,” the procurement process could be completed in 4 months.

In order to achieve a best value proposal, we would like to recommend that sufficient time between the publishing of the final RFP and the detailed technical proposal submission be cushioned for geotechnical considerations.

We further recommend that Price Proposals be submitted 45 days after detailed technical proposals are submitted.



c. Technical Challenges and Alternative Solutions

8. *Based on your experience in the development of similar projects and characteristics of the I-66 corridor, please explain the technical challenges that may be encountered with the highway and transit improvement concepts described in the Tier 1 DEIS. Please provide recommendations for mitigating or overcoming those challenges.*

No response at this time.

9. *Do you believe a bifurcated highway system along the I-66 corridor is technically feasible? Please provide any experience and supportive information that you may be able to share from similar projects.*

Bifurcation is technically feasible; it will require less ROW, but higher construction unit costs. A bifurcated system is more of a requirement within the footprint of the Metrorail due to lack of ROW and the impacts to the public. West of say Route 50 holds more options for widening of the existing interstate and still maintain a future Metrorail corridor as far west as Gainesville or Haymarket.

10. *What are the most significant cost drivers in the development and operation of the ML and BRT concepts along the I-66 corridor? How can these concepts be implemented in such a way as to preserve the potential for rail extension?*

The cost driver is the capital improvements cost.

11. *What, if any interoperability issues do you foresee with the current tolling system on I-495 Express Lanes?*

The winning team will have to develop software compatible with the existing system to integrate with the I-495 system. A standalone system on I-66 could cause conflict and confusion issues for the TOC and traveling public alike. Like any successful ITS system, the interoperability of adjacent corridors is critical.

12. *What suggestions do you have for better coordination between this Project and other projects currently under design or construction along the I-66 corridor?*

As we understand the time table for this project compared to the current projects in the corridor, there will be little or no overlap of construction. However, as an SOP in the event of concurrent projects, VDOT will have to require their ongoing project construction teams to participate in a Partnering approach with this project to facilitate open dialogue, schedule and MOT requirements and milestone dates that must be met. We suggest this project take the lead in the Partnering charter, with VDOT as the facilitator to ensure cooperation from their contractor/s. Open dialogue with Owner involvement to aid in the participation process will ensure success.

13. *What challenges are associated with managing the lifecycle costs for the improvement concepts as described in the Tier 1 DEIS? What measures would you suggest to mitigate these risks?*

No response at this time.



14. What adjustments to the Project scope, or development strategies (including potential phasing of project elements) would you consider/recommend to reduce the upfront capital costs and/or the lifecycle costs of the overall project costs?

ROW and Utilities should be allowances, paid by the Department to eliminate the unknown and hard to develop costs. The concessionaire/DB Contractor has 3 opportunities here: 1) establish a high dollar contingency, profit from it, and VDOT loses; 2) Establish correct dollar values, and everyone is OK; or 3) establish too low of a contingency account and lose money. Why should the Owner or Concessionaire/DB Contractor win or lose on these hard to establish risk values? The Owner should pay only what it costs and protect the Concessionaire/DB contractor.

15. Please explain in detail any alternative technical solutions that may enhance the development of the Project. Identify the risks associated with the alternative technical solutions and discuss the potential cost of each technical solution.

No response at this time.



d. Commercial and Financial Structure:

16. Please explain your firm's interest in the improvement concepts discussed in the Tier 1 DEIS. What is your recommended approach for financing the capital cost of each concept?

LANE is interested in any combination of the improvement concepts. However, the targeted interventions and the BRT concepts allude themselves more to gap funding or availability payments due to the very limited means to raise revenue. BRT may be able to raise some revenue but will never be able to pay for all of the construction.

Managed Lanes is the only concept that presents an opportunity to pay for all of the construction with user fees. The LANE team is capable and amenable to provide the appropriate financing structure to match the project scope. However, we are not willing to take on toll revenue risk.

LANE Construction would be interested in pursuing this project under either DBF or DBFOM. However, our preference would be for a DBFOM with availability payments as it provides greater benefits to OTP3/VDOT/VDRPT and will also facilitate a more efficient private financing structure than DBF.

Advantages and disadvantages of each method in completing the Project.

Key differentiating factors between each delivery method are provided below:

a) Financing:

- Repayment source:
 - A DBFOM with availability payments is a highly creditworthy structure which translates into a greater proportion of debt in the capital structure, as well as a lower interest rate on such debt. Also, in the case of availability payments, the return thresholds for an equity investor are lower than for a DBFOM project with toll revenue risk. These factors act together to reduce the cost per period to VDOT
 - The credit quality of a DBF with revenue risk will almost always be inferior to a DBFOM with availability payments. If the asset is not tolled, lenders will need some other repayment source that can be underwritten, for example: local sales tax, gas surcharge, tobacco surcharge etc. In the absence of a specific repayment source, the debt will need to be an unsecured obligation of OTP3/VDOT/VDRPT
- Equity investment:
 - Because there is no private equity investment under the DBF structure, the risk transfer to the private sector is largely limited to the design and construction portion only.
 - The presence of private equity under a DBFOM reduces or eliminates the need for public funding, which is a benefit that DBF does not provide.
- Debt funding:
 - A DBFOM with availability payments will ideally be financed with a combination of long term tax-exempt Private Activity Bonds, TIFIA loans, and equity. Since DBFOM structures typically have longer terms¹ than DBF, the tenor of the initial debt will also longer in the case of DBFOM and this will allow for a longer amortization schedule. This will consequently result in a lower cost per period to VDOT



- A DBF structure with toll revenue or an alternative repayment source (as explained above) can be financed with a combination of tax-exempt revenue bonds and TIFIA loans. In order to issue debt that will be excluded from the statutory debt limits of the OTP3/VDOT/VDRPT, a 63-20 corporation can be set up by OTP3/VDOT/VDRPT to act as the issuer of non-recourse, tax-exempt revenue bonds. The terms of such a financing will depend on the credit quality of the revenue stream. In the absence of a specific repayment source, the debt will need to be an unsecured obligation of OTP3/VDOT/VDRPT and will be repaid with funds appropriated from the state budget. Such a financing will likely be of a shorter term and may have a higher cost than the other options.

¹ DBFOM examples:

99 years for Chicago Skyway, 75 years for Indiana Toll Road, 73 years for I-95 HOT Lanes (VA), 58 years for Midtown Tunnel (VA), 52 years for I-63 Managed Lanes (TX), 52 years for North Tarrant Expressway (TX)

b) Construction:

- No material difference between DBF and DBFOM, however, integrating the design, construction, and operation and maintenance phases can minimize the total life-cycle costs for the asset. For example, it can be more cost effective to build a facility with features that may be more expensive at the onset but will result in reduced maintenance costs over the life-cycle of the facility.
- Both methods employ a competitive process to obtain the best technical and price proposal.
- Both methods provide for a fixed price contract and project completion required by a date certain; completion delays attract punitive liquidated damages under either method.
- Both methods involve comprehensive payment & performance bonds and other security features.

c) Operations & Maintenance:

- From an O&M perspective, the DBFOM procurement (with availability payments) is superior to the DBF approach.
- Under a DBFOM, VDOT will benefit from a long-term O&M solution that will provide the required operating standards and certainty of costs. Any cost escalations (beyond the projected values) will be to the DBFOM contractor's account, and if the DBFOM contractor fails to operate and/or maintain the asset at the required standards, the availability payment amount will be reduced as per a formula

Overcoming Impediments:

- DBF:
 - a) Under a DBF, if the project is not tolled, any term debt financing will have to be backed by the credit of Commonwealth of Virginia. In other words, the financing will become a general obligation of Commonwealth of Virginia, as there would not be any defined revenue stream that could be underwritten by private lenders. Such debt would therefore be included in the statutory debt limit for Indiana. If the project is tolled, Commonwealth of Virginia can raise nonrecourse debt financing by pledging toll revenue. Such a financing will not be an obligation of the Commonwealth of Virginia and



as such it will not be included in the statutory debt limits of the Commonwealth of Virginia.

- b) As an alternative, OTP3/VDOT/VDRPT may elect to use private financing only to meet any timing mismatches between availability of public funds and the scheduled milestone payments to the DBF contractor. In other words, the financing would be viewed as a “gap funding”. Under such a model, lenders would not have a security interest in the project itself, and would instead rely solely on the payment stream from OTP3/VDOT/VDRPT for completed and certified portions of the project. Such a payment stream would need to be unconditional, and not subject to any future offsets.
- DBFOM:
 - a) This procurement method is better suited for private financing as there is a known revenue source (availability payments) from a creditworthy entity (OTP#/VDOT/VDRPT) that lenders will be able to underwrite easily for very competitive debt terms.
 - b) A combination of tax-exempt debt (Private Activity Bonds), TIFIA loans, and equity can be used.

17. Please discuss your firm’s interest in:

a. Accepting traffic and revenue risk in a toll concession

If this is a toll risk concession, LANE will only be participating as a CJV partner.

b. Accepting performance risk in an availability structure.

We are comfortable in accepting performance risk in an availability structure and will participate in the concession as a minority investor.

18. What is a reasonable concession term for a ML or a BRT concept? Why?

The concession term will depend on (i) the procurement model (traffic/revenue risk or availability payments), (ii) the amount of public subsidy available, and (iii) in case of availability payments, the quantum of funding available to VDOT for such payments. Typically, the term of availability payment concessions will range between 25-35 years, and traffic/revenue risk concessions will be 50-75 years. The reason for this is that availability payments provide a stable revenue stream that can be underwritten with a high degree of confidence by the equity investor and by the lenders, allowing for a shorter time period within which the financing must be repaid. In the case of traffic/revenue risk concessions, high toll elasticity and cash flow volatility requires longer concession terms to repay the financing.



e. Additional Considerations:

19. If your firm is a Disadvantaged Business Enterprise (“DBE”) or a Small, Women-owned, and Minority-owned Business (“SWaM”), please provide any suggestions or comments on how OTP3, VDOT or DRPT can help to develop teaming opportunities with prime contractors.

LANE is a large corporation. One recommendation, however, would be that the VDOT Office of Civil Rights conduct DBE Outreach event(s) near the future project site. The cost of this event could be offset by charging potential teams for booth space at the event where the DBE and SWaM firms could interact with the bidding firms.

20. Based on characteristics of the I-66 corridor, suggest the number of persons per vehicle that should be required to qualify as a high-occupant vehicle. Explain why selecting this number may be in public interest and beneficial to comply with the federal Clean Air Act of 1990? Please provide quantitative and qualitative evidence to supports your arguments.

HOV 3+ - If we are to realistically plan for a reduction of vehicles on the road and improve air standards, this is the mark; current HOV 2 is too crowded. Also, the HOV standards on I-66 should match the requirements of the I-495/95 Express Lanes to standardize the system and avoid unsafe lane changes and congestion at the intersection points of the respective roads.

21. What additional challenges or risks should OTP3, VDOT, DRPT or CTB be aware of in regard to Project’s scope, procurement process, delivery method, term of contract, technical and financial feasibility, etc.?

Public and permitting agency buy-in is a must! Procurement must have the full commitment of VDOT/Commonwealth and go forward, not just a “what if” scenario.

22. Other than the answers that you have already provided, what information would help your firm to make the business decision to engage in the development of the Project?

1. Public Buy-in – if the public is on board, and the State has formatted a realistic approach to the procurement, the proposing teams will know we have a project worth pursuing.
2. Owner Commitment – once a shortlist is established, each team in the RFP process will be provided a realistic financial stipend even if the Proposal is indefinitely delayed and/or re-issued.

