



Request for Information  
Reference number RFI-2023-246

Comprehensive Development of the Dallas College 2023  
Downtown Development Project

Issue Date: March 10, 2023

Response Due Date: May 10, 2023

**To make sure that you are a registered supplier with Dallas College. Register at:**  
<https://solutions.sciquest.com/apps/Router/SupplierLogin?CustOrg=DCCCD>.

**Failure to register your organization may result in missed opportunities.**

**All suppliers, whether a current business partner or a new company, interested in receiving bid opportunities from Dallas College can review our bids and proposals at <https://bids.sciquest.com/apps/Router/PublicEvent?CustomerOrg=DCCCD>. This website will display current bid opportunities, awarded bid information, and upcoming opportunities.**

## Table of Contents

<b>Request for Information</b> .....	3
Project Vision .....	3
<b>Project Background</b> .....	4
Dallas College .....	4
Dallas College Downtown and Project Location .....	5
Project Funding Options .....	5
Project Overview.....	6
Project Goals .....	7
<b>Effect of the Responses to Questions and One-on-One Meetings</b> .....	8
Information Preparation and Participation Costs .....	8
Disclosure of Information Contents.....	8
Ownership of Submitted Materials.....	9
Further Communication.....	10
Accuracy of Information .....	10
Waiver .....	10
<b>One-on-one Meetings</b> .....	10
<b>Responses to Questions</b> .....	10
<b>APPENDIX A</b> .....	12
<b>Project Vision and Delivery</b> .....	12
<b>Procurement Approach</b> .....	14
<b>Private Financing</b> .....	14
<b>Operations &amp; Maintenance</b> .....	14
<b>Project Scope and Phasing</b> .....	14
<b>Schedule</b> .....	15
<b>Risk Assessment, Allocation and Mitigation</b> .....	15

## Request for Information

Dallas College is pleased to present this Request for Information (RFI) to prospective private entities (“Respondents”) interested in submitting Statements of Interest (“SOIs”) for the Dallas College 2023 Downtown Development Project (the “Project”). Dallas College is seeking to leverage available public funding for the Project through a comprehensive agreement or other form of agreement with a private entity. Through this RFI, Dallas College seeks to obtain information, on a preliminary basis, to assess the interest of Respondents in the potential development of the Project and solicit early industry feedback. While Dallas College believes that a form of a public-private partnership may be in the best interest of Dallas College, it will consider private sector ideas about other possible transaction structures and procurement approaches that will help Dallas College achieve its goals for the Project. Dallas College recognizes that there may be public and/or nonprofit entities in Dallas County which have an interest in the Project goals, and which may wish to respond to this RFI or seek to collaborate with Dallas College or a private entity Respondent in a subsequent Project procurement. This RFI encourages such possible collaborations and does not seek to limit potential Respondents.

### Project Vision

The Project envisions the comprehensive development of academic, administrative, research and student services buildings, existing within a comprehensive mixed-use development of office, retail, entertainment/recreational, affordable and market rate housing, public convening spaces and facilities, utilities and infrastructure, outdoor recreation areas and open space areas, with associated roadways, parking, and landscaping. The Project should encompass not only a downtown campus for Dallas College’s El Centro Campus and administrative offices for Dallas College’s central administrative functions, but also address the identified need in Dallas County for a thoughtful and contemplative plan to encourage innovation by the inclusion of physical spaces that will serve to cluster entrepreneurs, institutions, start-ups and academia all existing within a comprehensive and dynamic mixed-use environment of commercial and residential uses, as well as activated open spaces.

The purpose of this RFI is to solicit written responses from developers/P3 partners, land and/or property owners, equity investor/financial partners, design-builders and facilities management providers with experience in developing and maintaining higher education facilities, large mixed-use development projects and/or comprehensive urban development projects that incorporate the uses described above and that may be interested in developing the Project. Following Dallas Colleges’ review of the SOIs, Dallas College intends to offer Respondents the opportunity to participate in one-on-one meetings concerning the issues identified in the RFI.

The information contained in the responses to the questions and the results of the one-on-one project meetings will be considered by Dallas College in advancing the Downtown Development Project.

## Project Background

### Dallas College

Dallas College is a political subdivision of higher education in the State of Texas. Since its creation in 1965, Dallas College has served hundreds of thousands of students and today it operates seven (7) campuses and myriad satellite locations in Dallas County at which it offers credit and non-credit educational courses and workforce training. With the ability to confer Associate degrees, as well as Baccalaureate degrees in approved disciplines, Dallas College serves as the gateway to educational and workforce training opportunity for more than 100,000 students annually in the DFW Metroplex. The outcomes delivered by Dallas College in the form of an educated, trained, skilled and prepared workforce is one of the key drivers of economic development in Dallas County and the region. Dallas College plays a vital role as an anchor institution for the community, leading the way in collaborative, holistic solutions to student and community needs as well as major developments in Biotech, Autonomous Vehicles, Cybersecurity, Healthcare, and other emerging opportunities. Dallas College is working with others to create economic opportunity and inclusion for all, combining community outreach and alumni connectedness while securing resources to support students, small businesses, corporate partners, and the community as a whole.

Dallas College Website: <https://www.dallascollege.edu/about/pages/default.aspx>

### **Dallas College Mission and Purposes:**

#### **MISSION**

**To transform lives and communities through higher education**

#### **Overall Purposes:**

**To ensure Dallas County is vibrant, growing and economically viable for current and future generations.**

**To provide a teaching and learning environment that exceeds learner expectations and meets of the needs of our community and employers.**

**The Dallas College Board of Trustees' Strategic Priorities continue to guide the work of the College and in its mission to transform lives and communities through higher education and achieving 60X30TX.**

#### **Strategic Priorities:**

- **Strengthen the career connected learner network and implement the student-centric one college organization**
- **Streamline and support navigation to and through our college and beyond**

- **Impact income disparity throughout our community**
- **Foster an equitable, diverse, and inclusive environment for employees, students, and suppliers.**
- **Create a high-performance work and learning culture that develops leaders at all levels, increases skill proficiency, and supports collaboration and equity.**
- **Serve as the primary provider in the talent supply chain in the region.**
- **Leverage college facilities, land, technology, programs, partnerships, and other capabilities to strengthen and build our communities and workforce, now and for the future.**

### Dallas College Downtown and Project Location

In 1965, Dallas College established its initial campus, then known as El Centro College, in the central business district of the City of Dallas. Dallas College owns 2.9 acres of land and the improvements and facilities located thereon in what is now known as the Dallas College—El Centro Campus. Those facilities have been determined not to meet the current and future needs of Dallas College and its students without substantial reinvestment and repurposing. As a result, the Board of Trustees directed the issuance of this RFI seeking to explore other opportunities within the Project Location (as hereinafter defined) at which the operations of Dallas College—El Centro Campus might be more effectively and efficiently conducted, along with centralization of the Dallas College administrative operations and co-location of facilities at which entrepreneurs, institutions, start-ups, businesses and academia might coexist in an environment ripe for social innovation and economic development. For purposes of this RFI, “Project Location” includes the fifteen (15) districts now included in Downtown Dallas, Inc.’s definition of “Downtown” such that the Project’s desired location includes not only the area of the City of Dallas traditionally defined as the Central Business District, i.e., the areas bounded by I-345 on the east, I-35 on the west, Spur 366 (Woodall Rogers Freeway) on the north and IH30 on the south, but also areas of vibrant and organic growth and expansion to include the areas immediately north of the Woodall Rogers Freeway (Uptown and Victory Park) as well as areas to the east of I-345 (the Deep Ellum and Bryan Place Districts), areas to the west of I-35 (the Design District) and areas to the south of IH30 (the Cedars District). Although Dallas College might consider ideas for locating the Project outside of the Project Location, Respondents who envision the Project lying outside of the Project Location should describe in detail the reasons such location represents the best opportunity to achieve the strategic vision and enumerated goals of the Project.

### Project Funding Options

Dallas College anticipates that funding of its payment obligations under a comprehensive agreement or other agreement for the development of the Project could come from one or more of the following sources:

- Revenue generated from the Project;
- The issuance of General Obligation Bonds (GOB) by the College (some portion of the Dallas College 2019 GOB capacity of \$1.1 billion may be available for the Project);

- Grants
- Donations;
- Land/development rights associated with other Dallas College land/facilities to include the existing El Centro campus, current administrative building, and the Bill J. Priest Institute, as well as other Dallas College sites that could generate value through vertical development rights, land swaps and other methods;
- Partnerships with public or non-profit entities; or
- Other sources proposed by Respondent.

Dallas College issues this RFI fully cognizant of the myriad opportunities available to the private development community to deliver and finance a project of this nature and wishes to encourage Respondents to propose how those opportunities might best be leveraged to achieve the Project.

### [Project Overview](#)

The Board of Trustees has authorized Dallas College to embark upon the Project to meet the needs of the students, employers and the community served by Dallas College. Dallas College recognizes that the educational needs and workforce training requirements of Dallas County can be served most effectively in the Project Location by a dynamic mixed-use development that integrates students, faculty, and staff into a sustainable living and learning environment which is intermixed with opportunities for business and entrepreneurs to innovate, collaborate, network, office, manufacture and live. Students, faculty, researchers, entrepreneurs and business and industry will share collaborative academic and outdoor common areas, and the multi-modal transportation system and parking structures which will provide access to the Project, as well as connections to open spaces and recreational opportunities. The Project, as envisioned, will include opportunities for non-profit participation, public convening spaces, support services (i.e., wellness, childcare and/or health care), and other educational institutions, as well as opportunities for myriad commercial uses. The Project vision includes a dynamic, comprehensive, mixed-use development, including the design, construction, financing, operation and maintenance of some or all of the elements of the administrative facilities, college campus facilities (laboratory, research, recreational, student services, and classroom facilities), innovation space(s) and related facilities, in and among office, housing, retail and other facilities which promote innovative collaboration by and between academia, researchers, entrepreneurs and business and industry, along with the utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping, necessary for the Project. Dallas College also recognizes that a relative dearth of affordable housing in the Project Location hampers and impedes many who would seek to utilize the opportunities and services of Dallas College and the Project and therefore seeks private sector innovation regarding how best to include a mix of affordable housing opportunities, coupled with market rate housing, as part of the Project. The vibrancy of the Project will be enhanced by meaningful opportunities for retail, restaurant, entertainment, and other mixed-use development in and around the Project.

## Project Goals

Key goals of the Project include the following:

- Completion of the quantities of space and facilities (to include classrooms, offices, student support and other spaces) to support at least 15,000 credit and non-credit students and others engaged in education and workforce training activities, as well as the other activities typically associated with an urban campus at an institution of higher learning;
- Administrative facilities consisting of offices, meeting and conference spaces, and related infrastructure to support the administrative operations of Dallas College;
- An open, welcoming and inviting environment which will be inclusive and accessible to Dallas County residents from all walks of life;
- Flexible and creative innovation space(s) that support the growth and development in Dallas County of new technologies and businesses and which foster, promote and engender opportunities for innovative collaboration between academia, business and industry and which promote and encourage equity, social innovation and small business entrepreneurship;
- Cost-effective and innovative construction methodologies that provide the most economical model for the long-term capital maintenance of the College facilities for the lifecycle of the facilities;
- Efficient project delivery methodology(ies) that accelerates the schedule for completion of all elements of the Project;
- Creative mixed-use facilities in a compact urban fabric that supports a pedestrian friendly environment, with significant areas of open space that results in a unique, dynamic and inspiring environment for Dallas College students, faculty and staff, as well as for other users, residents, and visitors to the Project;
- Facilities that support an inspiring and dynamic living, learning and working environment with ample opportunity for experiencing retail, restaurant, recreational and entertainment opportunities;
- Significant open spaces that enhance the campus and overall Project environment and aesthetics;
- Incorporation of private sector innovation and efficiencies with respect to design, management and financing solutions;
- Development of facilities that are consistent with the Dallas College commitment to sustainability and energy/utility management and preservation. Built-in flexibility and adaptability in the Project plan to accommodate future needs;
- Interconnectivity and/or ready availability of public mass transportation and/or other transportation facilities and infrastructure, to include multi-modal public transportation

options, parking structures, and/or other opportunities to access public transportation to the campus and other facilities to all residents of Dallas County;

- Solutions to address the absence of affordable housing availability in the Project Location including, without limitation, how affordable housing might be intermixed with market rate housing options.

## Effect of the Responses to Questions and One-on-One Meetings

The RFI process is solely intended to assist Dallas College on an administrative level and does not constitute Dallas College's initiation of a procurement process for any project. The RFI does not represent a commitment to issue a Request for Qualifications (RFQ) or a Request for Proposals (RFP) in the future. Further, responding to this RFI and/or participating in a one-on-one meeting will not result in an organization being deemed a "proposer" on any project.

Neither responding to the questions nor participating in a one-on-one meeting is a prerequisite for participating in any future procurement. Similarly, responding to the questions or participating in a one-on-one meeting will not confer on the participant any preference, special designation, advantage, or disadvantage whatsoever in any subsequent procurement process related to Dallas College, including the Project.

Dallas College will not evaluate responses to the questions or the results of a one-on-one meeting as part of any procurement. Dallas College will accommodate meeting requests in its sole discretion and is under no obligation to accommodate any or all meeting requests. Dallas College may cancel the opportunity to have one-on-one meetings in its sole discretion at any time without any liability.

Dallas College will not make any commitments at the one-on-one meetings. Similarly, organizations may not rely in any way whatsoever on any statements made by Dallas College or its representatives related to this RFI, including any statements at the one-on-one meetings.

Dallas College's use of this RFI process, including the questions and the one-on-one meetings, is not intended to modify, limit or otherwise constrain the ongoing planning process for this Project.

## Information Preparation and Participation Costs

Dallas College shall not be liable for any costs incurred by Respondents in the preparation, submission, revision or any other aspect of a response to the questions. Similarly, Dallas College shall not be liable for any costs incurred or related to participation in a one-on-one meeting. All such costs shall be borne solely by the entity responding to the questions or participating in a one-on-one meeting.

## Disclosure of Information Contents

All written correspondence, exhibits, photographs, reports, other printed material, tapes, electronic disks, and other graphic and visual aids submitted to Dallas College in response to this

RFI are, upon their receipt by Dallas College, the property of Dallas College, will not be returned to the submitting parties, and are subject to the Public Information Act, Chapter 522, Texas Government Code (the "Act"). Respondents should familiarize themselves with the provisions of the Act. In no event shall Dallas College, or any of their agents, representatives, consultants, directors, officers or employees be liable to a Respondent for the disclosure of all or a portion of the information submitted in response to this RFI. Any information and materials submitted by Respondent which the Respondent considers confidential should be conspicuously labeled or marked as "Proprietary" and/or "Confidential." Respondents are advised that information gathered by Dallas College through the RFI process will be shared with the Board of Trustees and appropriate officials and representatives of Dallas College.

If Dallas College receives a request for public disclosure of all or any portion of a response, Dallas College will use reasonable efforts to notify the applicable Respondent of the request and give such Respondent an opportunity to assert, in writing and at its sole expense, a claimed exception under the Act or other applicable law within the time specified in the notice issued by Dallas College and allowed under the Act. It is the sole responsibility of the Respondent to monitor such proceedings and make timely filings. Dallas College may, but is not obligated to, make filings of its own concerning possible disclosure; however, Dallas College is under no obligation to support the positions of the Respondent. Under no circumstances will Dallas College be responsible or liable to a Respondent or any other party as a result of disclosing any such labeled materials, whether the disclosure is deemed required by law, by an order of court, or occurs through inadvertence, mistake or negligence on the part of Dallas College or its officers, employees, contractors or consultants.

Dallas College will not advise a submitting party as to the nature or content of specific documents entitled to protection from disclosure under the Act or other Texas laws or as to the interpretation of such laws. Each Respondent is advised to contact its own legal counsel concerning the effect of applicable laws to the submitting party's own circumstances.

In the event of any proceeding or litigation concerning the disclosure of any material submitted by the submitting party, Dallas College will be a stakeholder retaining the material until otherwise ordered by a court or such other authority having jurisdiction with respect thereto, and the submitting party shall be responsible for otherwise prosecuting or defending any action concerning the materials at its sole expense and risk; provided, however, that Dallas College reserves the right, in its sole discretion, to intervene or participate in the litigation in such manner as it deems necessary or desirable.

#### Ownership of Submitted Materials

All materials and information submitted in response to or in connection with this RFI shall become Dallas College property and will not be returned. Dallas College shall have the right to use such materials, information and ideas without restriction.

### Further Communication

Consistent with applicable law, Dallas College may communicate with one or more Respondents to this RFI, participants in the one-on-one meetings, or anyone else regarding the subject matter hereof.

### Accuracy of Information

Dallas College makes no representations, warranties, or guarantees that the information contained in this RFI or discussed at one-on-one meetings, is accurate or that such information accurately represents the conditions that would be encountered during any subsequent procurement or contract.

### Waiver

By submitting a response to this RFI and/or participating in a one-on-one meeting, each Respondent and meeting participant, as applicable, expressly agrees that it shall not have any rights against Dallas College arising from the information described in the “Accuracy of Information” section above, Dallas College’s receipt and use of responses to questions, Dallas College holding one-on-one meetings or the results of those meetings.

## One-on-one Meetings

After receipt and analysis of the responses to the RFI, Dallas College intends to hold one-on-one meetings with Respondents to the RFI. The meetings will be held in Dallas August 2–11, 2023. Dallas College will notify interested Respondents by e-mail of the assigned timeslot and location for the one-on-one meeting by July 24, 2023. Parties interested in attending a one-on-one meeting regarding the Project must indicate their interest in their response to the RFI. Any party requesting a one-on-one meeting must identify any current team members so that Dallas College may review potential conflict issues regarding Dallas College personnel and consultants attending the meetings.

Dallas College understands the written responses to the RFI are preliminary and based on limited information available at the time of the RFI. During the one-on-one meetings, Dallas College encourages participants to engage in frank and open discussions regarding the Project and questions raised in the RFI.

## Responses to Questions

A Respondent may submit answers to the questions below in [Appendix A](#), irrespective of whether or not the Respondent may choose to participate in a subsequent Project procurement. Dallas College reserves the right to prioritize one-on-one meetings with Respondents who can assemble and lead a team capable of developing the Project. Dallas College also recognizes that Respondents may be capable of answering some, but not all, of the questions below in Appendix A.

In addition to written responses to the questions, Respondents should provide a brief cover letter that references “RFI-2023-246– Responses to Questions,” and includes the following descriptive information for itself and its team members (if any):

- (1) Name of Respondent and its team members (if any).
- (2) Principal line of business for Respondent and its team members (if any).
- (3) Respondent’s interest in the potential Project, (i.e., project lead, design-build contractor, equity investor, partners, etc.).
- (4) Name, title and contact information of the person responsible for submitting the response.

**SUBMISSION OF INFORMATION:**

Submit via our online bidding and sourcing eProcurement system, “Jaggaer”. All bid documents and information can be submitted electronically through the online system at the following link: [Dallas College On-Line Bidder Solution](#). Make sure all required documents are submitted as required per the RFI. Note that there is file size limit in the tool. Individual submitted files have a maximum size limit of 6MB and size of the total files submitted cannot exceed 102MB.

To submit questions pertaining to this RFI, please email: [DowntownProject@DallasCollege.edu](mailto:DowntownProject@DallasCollege.edu) by April 14, 2023. Responses will be made available on or before April 26, 2023. Also, you can submit questions via the Jaggaer sourcing system.

The deadline to submit responses related to the Project is **May 10, 2023, at 5:00 pm Central**.

# APPENDIX A

## QUESTIONS

### Project Vision and Delivery

1. Provide an overview of Respondent's firm or organization and describe Respondent's experience in developing projects of the nature described above as Dallas College's vision for the Project. If Respondent owns or controls a site within the Project Location that Respondent believes would be appropriate for the Project, please include information about the site (location, size, etc.) in the response to this question. Notwithstanding the foregoing, it is not a requirement of the RFI that a Respondent currently own or control land or improvements within the Project Location.
2. Describe Respondent's vision for development of the Project, taking into consideration Dallas College's vision and goals for the Project?
3. Dallas College has a deep commitment to developing, maintaining and enhancing participation with diverse suppliers by providing equal access to business opportunities at Dallas College. Dallas College views the Project as vitally important to addressing lack of opportunity and income inequality in Dallas County and any project agreement that will be developed in connection with the Project is anticipated to include specific, measurable goals and performance metrics to address those vitally-important strategic priorities. Comment upon strategies and solutions that might be available with the Project to achieve Dallas College's goals for supplier diversity: [Supplier Diversity](#), and describe ways in which opportunities for meaningful participation in the implementation phases of the Project, to include, but not be limited to, utilization of diverse suppliers in design, construction and delivery of the Project, as well as mentorship, capacity-building, apprenticeship and local labor participation, might be most effectively realized.
4. What opportunities and strategies does the Respondent envision for an integrated workforce development approach to historically disadvantaged populations in the nature of construction and permanent jobs from the Project and how does the Respondent envision a project agreement might be structured to include approaches and strategies for the hiring of residents of Dallas County in underserved communities?
5. While Dallas College believes that a form of a public-private partnership may be the best method for delivery of the Project, it seeks Respondents' feedback regarding what specific P3 structures and/or other possible project delivery methods may allow Dallas College to best achieve its goals.
6. Comment on strategies and solutions that might be available to address the Project's goal of addressing the absence of affordable housing in the Project Location. How might Dallas College collaborate with a development partner to achieve that goal?

7. Comment on how the Project might drive innovation in Dallas County and describe how to best provide opportunities for students, business, industry, entrepreneurs, institutions, start-ups and academia to coexist in an environment ripe for innovative collaboration.
8. Comment on Respondent's experience in developing projects which drive and promote innovation in business, industry and manufacturing. Provide examples of what elements and considerations are essential to the success of such development projects and identify those matters and issues which can serve as a barrier or obstacle to the success of same.
9. Dallas College currently owns +1,300 acres of real property in Dallas County on which it operates approximately 5.5 million square feet of improvements and facilities. As Respondent considers how best to achieve Dallas College's vision and goals for the Project, comment upon how the existing real estate holdings and facilities owned by Dallas College might best be leveraged in conjunction with the Project.
10. What strategies will be essential to the Project to ensuring the availability of mass transportation access to the Project given the current state of mass transportation options in Dallas County and, in particular, in the Project Location?
11. Dallas College has a deep commitment to helping to address income inequality in Dallas County and it represents one of the Dallas College Board of Trustee's strategic priorities. Comment on how the Project, if developed, could serve to benefit underserved populations and communities, creating pathways to jobs, income and wealth for Dallas County residents and closing gaps among racial and socioeconomic groups. Identify any barriers or obstacles that will need to be addressed in order to meet those priorities with the Project.
12. Dallas College wishes to encourage innovation and creativity in responses regarding potential approaches to the Project which incorporate a wide variety of possibilities regarding ownership of the land encompassed by the Project, including, without limitation, leases, buyback, transfer, land swaps, and which might, but need not, incorporate all or part of the existing Dallas College—El Centro Campus. Respondents are not limited to new construction, as adaptive reuse options will also be considered. If Respondent wishes to offer or promote a specific site as part of its response, sufficient description and specificity in regard to the site location should be provided. What are your ideas, if any, regarding the location of the Project and approach to structuring the acquisition of real estate necessary for the Project?
13. What are your ideas, if any, regarding the role of and potential partnerships with non-profit entities, city and county governments and, specifically with respect to the innovation spaces, industry partners? In particular, comment upon opportunities that the Respondent believes might exist in Dallas County for such partnership opportunities that would be beneficial to realizing the goals of the Project.
14. Dallas College partners with area independent school districts and others to offer Early College High School opportunities to thousands of students in North Texas. As Respondent considers those programs, in conjunction with the real estate and facilities currently owned by Dallas College and its vision for the Project, what opportunities does

Respondent believe may be afforded by the Project to enhance those programs and assist in the delivery of same?

## Procurement Approach

15. What procurement approach would help Dallas College maximize competition, ensure quality, leverage innovation and ensure price and schedule efficiency? What are key lessons learned or case studies that Dallas College should consider to help ensure a successful outcome?
16. What are the advantages and disadvantages of firm, fixed price bidding vs. collaborative contracting (such as through a pre-development agreement)? In Respondent's view, which approach better suits the Project in light of Dallas College's vision statement and stated goals?
17. If Respondent believes that Dallas College's vision for the Project might best be realized by a Design, Build, Finance, Operate and Maintain (DBFOM) project model, describe how a DBFOM would be more effective in realizing Dallas College's strategic goals over another procurement method.

## Private Financing

18. Dallas College anticipates the inclusion of private financing for the Project that would likely include developer equity or some other subordinated financing vehicle in addition to traditional debt. How can this structure be optimized to provide value for money and still facilitate long-term performance goals? Are there other innovative financing models that Dallas College could implement that would still meet our goals of guaranteeing long-term performance and minimizing cost?
19. Describe your previous experience(s) in assembling capital from various sources of funding and financing in support of a similar project.

## Operations & Maintenance

20. Please share Respondent's views on the value and efficiencies of including long-term operations and maintenance as part of the private partner's scope. Are there portions of the projects or certain types of operations and maintenance responsibility that are more appropriate to be retained by Dallas College?
21. Are there any specific issues Dallas College should take into account in determining the optimal length of the operations and maintenance period?

## Project Scope and Phasing

22. Would procurement of a single Project encompassing all desired elements under one delivery method produce better value or other advantages for Dallas College, and is that scope attractive to the industry? If not, please provide alternative approaches that Respondent believes would better serve Dallas College and the reasons why.

23. Given the risk allocation provisions typically included in P3/DBFOM contracts, are there studies, analyses, and due diligence that Dallas College should be performing, and making available to proposers before bids are due, to achieve the value proposition of risk shifting and price certainty? What are the highest priorities?
24. Given the benefits of innovation capture and life cycle cost efficiency Dallas College is seeking from the P3 delivery model, what is the appropriate level of design that Dallas College should perform to maximize the opportunity for innovation capture from private sector bidders?
25. What are key factors Respondent would consider in determining whether to participate in the Project procurement?
26. What form of contract oversight features should Dallas College build into its program to balance its need to ensure high quality private partner performance while at the same time offering flexibility in meeting the technical requirements?

## Schedule

27. One of Dallas College's goals is an accelerated schedule for completing Project facilities that meet the needs of its students, faculty, stakeholders, and community. What does Respondent believe will be the critical path items for the Project? Are there specific tasks Dallas College can perform or processes it can put in place pre- or post-procurement to facilitate or encourage project delivery within this schedule?

## Risk Assessment, Allocation and Mitigation

28. At a high level, what are the top key risks that the Respondent sees for the Project, and what, if any, measures can Dallas College take to help mitigate them for the Project?
29. What, if any, components of the Project lend themselves to revenue risk being assumed by the private partner rather than retained by Dallas College, taking into account Dallas College's stated goals? To the extent that revenue risk is assumed by the private partner, what, if any, guarantees or other protections or subsidies would the private partner need from Dallas College?