



Transcript of Pre-bidders Conference

Friday, October 12, 2018

US Department of Veterans Affairs Pre-bidders Conference

Alderson Court Reporting
1-800-FOR-DEPO (367-3376)
Info@AldersonReporting.com
www.AldersonReporting.com

Alderson Reference Number: 81523

1

2

3

4

5

U.S. DEPARTMENT OF VETERANS AFFAIRS

6

7

8

PRE-BIDDERS CONFERENCE

9

Northern Colorado Area

10

11

12

October 12, 2018

13

3:30 p.m.

14

15

16

17

18

19

20

Conference Room 103, Suite 01Y

21

2450 Holcombe

22

Houston, Texas 77021

1 ATTENDEES

2 DEPARTMENT OF VETERANS AFFAIRS:

3 ED CARTER, Project Manager, Central Affairs

4 Central Office

5 CHAD CARTWRIGHT, Acting Associate Director,

6 Department of Veterans Affairs Medical Center

7 ANNTWINETTE "TONIE" DUPREE-HART, Contracting

8 Officer, Central Office

9 MIKE FIELDS, Chief of Engineering, Central Office

10 DAN THERRIEN, Planning Architect, Central Office

11 CAROLYN THOMPSON, Facilities Strategic Manager,

12 Office of Construction and Facilities Management,

13 Central Office

14

15 CARPENTER ROBBINS COMMERCIAL REAL ESTATE,

16 INC., SAN RAMON, CALIFORNIA

17 AMI ROUSE, Associate

18 TIM PAVEK, Senior Associate

19

20

21

22

1

ATTENDEES

2

COMMANDER'S CONCEPTS COMMISSIONING/OCULUS,

3

INC.

4

RICH DIDDAMS, CEO

5

ROB FORNEY, Director and Senior Project Manager

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

1 P R O C E E D I N G S

2 (3:30 p.m.)

3 MS. DUPREE-HART: Good afternoon, everyone. So,
4 we can get started promptly. Thank you for coming to
5 the Department of Veterans Affairs virtual pre-bid for
6 the Northern Colorado community-based clinic lease, and
7 if you could all put your phones on mute, that would be
8 greatly appreciated. So, we'll go over the meeting
9 minutes now.

10 MS. ROUSE: All right. Thank you all so much for
11 joining -- taking the time to join us today. During
12 this call, it is very important that you please clearly
13 state your name and your company affiliation. We would
14 also really appreciate it if you would reference the
15 RLP -- when you -- if you respond to questions, please
16 clearly reference the RLP section number or attachment
17 if you have a question regarding it. And we will only
18 be taking questions in writing after this point or even
19 from this point forward. So, our goal, though, today
20 is to answer your questions. All questions need to be
21 submitted to me in writing by October 17th. My email
22 address is posted on the conference -- this website

1 right now, and it's also published in the FBO -- the
2 RLP that's on FBO.org. Official responses will be
3 posted on FBO through an amendment in the near future.

4 MS. DUPREE-HART: And just to go over the
5 conference agenda, we'll have our welcome, which we've
6 already done, introductions, pre-bid meeting
7 objectives, the project overview, the process overview,
8 the overview of the design concept package, and we'll
9 be holding our questions and comments until -- but you
10 can submit them in writing.

11 From the Department of Veterans Affairs project
12 team, we have myself, Anntwinette Dupree-Hart. I'm the
13 contracting officer with CMA at the -- at the Veterans
14 Affairs Central Office. Along with me there's Ed
15 Carter. He's our project manager. We have Chad
16 Cartwright, the acting associate director from the
17 Department of Veterans Affairs Medical Center; Mike
18 Fields, chief of engineering; John Calzada, the senior
19 resident engineer with the VA Central Office; Dan
20 Therrien. He's the planning architect from the VA
21 Central Office. Carolyn Thompson, and she's the
22 facilities strategic manager. She's with the Office of

1 Construction and Facilities Management in the Central
2 Office. Our real estate advisors for this project are
3 Carpenter/Robbins Commercial Real Estate. Ami Rouse is
4 our direct liaison to -- from Carpenter/Robbins. The
5 architect engineer services are being provided by the
6 Commander's Concepts Commissioning Engineer
7 Consultants, Rich Diddams, the CEO. He's the CEO of
8 Oculus. Rob Forney, and he's the director, senior
9 project manager.

10 And just an overview. The purpose of the new
11 facility is to expand the capacity and services. We
12 have a 75,645 ANSI/BOMA square feet maximum
13 requirement, the minimum of 550 onsite parking spaces.

14 Fifty-five of those must be accessible spaces,
15 including at least 10 van-accessible spaces immediately
16 adjacent to the facility. There are -- there's no
17 parking -- under the facility parking. The site must
18 controlled by the successful offeror.

19 The VA is to lease the premises for a term of up
20 to 20 years. An occupancy is required within 24 months
21 following the issuance of the Notice to Proceed.
22 Offeror finances the project through completion of

1 construction. So, the -- in the beginning, the
2 finances are the complete responsibility of the
3 offeror. The offers are due by October 26th, 2018 at
4 four p.m. Just a head's up, there will be an extension
5 on that offer, so we're able to offer -- we're able to
6 give you an additional week for that. So, as of right
7 now, you'll receive an amendment giving the offer date
8 -- the new offer date.

9 You submit the compact disk to Carpenter/Robbins
10 as follows. There's two separate sets of instructions,
11 so please be mindful of this. No email submittals will
12 be accepted. For Carpenter/Robbins, you must submit
13 six technical disks. That's the volume one. No hard
14 copies and no DVDs. It's six CDs. Volume two is the
15 price proposal. Carpenter receives one copy of the
16 price proposal. In addition to that, there -- you
17 submit one set of compact disks, volume one and volume
18 two, one volume technical, one volume price, to
19 Anntwinette Dupree-Hart, the contracting officer, and
20 Edward Carter. So, those are two sets of disks, one
21 set each. CDs must be bookmarked, and they must be CDs
22 only, no DVDs. Initial and sign all papers of your

1 submittal.

2 Offers that do not comply specifically and
3 correctly with RLP directions are at the risk of being
4 determined non-responsive. And to speak to that, in
5 addition to that, please ensure that the names are
6 consistent -- the offerors' names are consistent
7 through the document. In other words, your company's
8 name must be consistent on every -- on each and every
9 submittal. You cannot be John Doe, LLC with no period,
10 then John Doe, LLC. It has to be consistent
11 throughout. Please ensure that you have that
12 consistency throughout your document.

13 VA will award based on best value, price, and
14 other factors considered. VA may award this contract
15 based on initial offers. It is actually our goal to
16 award on initial offers, so please ensure that you put
17 your best foot forward. VA may elect to establish a
18 competitive range. Negotiations may be conducted with
19 the -- only the most highly-qualified bidders in order
20 to determine the best value to the government. Now,
21 this is only if we do not award on initial offers. As
22 I said, and I have to restate, our goal is to award on

1 initial offer.

2 Price evaluation is based on net present value per

3 ANSI/BOMA -- I mean, I'm sorry -- ABOA square foot

4 basis. Please refer to Section 4.03 of your RLP.

5 Award occurs upon execution of the lease by the

6 contracting officer. And just to restate, the award is

7 only -- you're only awarded if the contracting officer

8 has signed your lease. If it has not been signed by

9 the contracting officer, you do not have an award. You

10 may receive some documentation a little further in the

11 future from the -- from the VA asking you to document

12 some of -- to sign a lease. That does not mean that

13 you have won an award. Please don't make an

14 announcement saying that you have. An award only

15 occurs once and only if the VA contracting officer has

16 signed the award.

17 MR. CARTER: Good afternoon. Project overview,

18 best value source selection procurement. Price and

19 technical factors will be evaluated. Technical factors

20 are evaluated by a Technical Evaluation Board. Pricing

21 information is not given to TEB members. Price is

22 evaluated by the contracting officer. Price is

1 appropriately equal to technical factors when combined.

2 As you can see in the illustration, the price and
3 technical factors will be taken into consideration,
4 price by the contracting officer and technical factors
5 by the Technical Evaluation Board.

6 MS. ROUSE: All right. Thanks, Ed. All right.

7 So, as Anntwinette stated, make sure your disks on your
8 submittal are indexed in accordance with what is
9 outlined in the RLP. As noted, these details can be
10 found in Section 4.03 of the RLP. These technical
11 factors -- technical evaluation factors include the
12 architectural concept and building design, the quality
13 of the site, characteristics and development, and then
14 sustainability and energy efficiency.

15 The Technical Evaluation Board will also be
16 looking at each offeror's qualifications and past
17 performance, the design team and general contractor
18 qualifications, financial resources, and their project
19 management plan. The board will be receiving each
20 offeror's operations and maintenance plan, which will
21 look at the interior and exterior maintenance of the
22 building and the grounds, routine emergency calls, and

1 then also the staffing plan.

2 Section 4.03 continues with other -- the other
3 factor -- the other evaluation factor -- excuse me --
4 which will include each offeror's socioeconomic status.

5 So, whether they are SDVOSB, service-disabled,
6 veteran-owned small business, VOSB, which is veteran-
7 owned small business, small business, and then others.

8 In this particular project, they will only be looking
9 at small -- excuse me -- service-disabled, veteran-
10 owned small businesses and veteran-owned small
11 businesses.

12 As stated in the RLP, in order to receive
13 consideration for any small business classification as
14 a component of the evaluation criteria, you must
15 register and provide a DUNS Number validated in
16 SAM.gov. There are some new processes in place through
17 this registration process, so please make sure to
18 familiarize yourself with those. You must also
19 complete the representations and certifications in
20 SAM.gov, and make sure you maintain an active status.
21 With your initial offer, please provide the SAM.gov
22 printout verifying your entity's status, and also

1 please provide the SBA web printout showing the
2 registration or a signed acknowledgement of the
3 application from the Small Business Administration.

4 To continue on with this section of the RLP, there
5 are a handful of important criteria that must be met in
6 order for an organization to be recognized as a
7 service-disabled, veteran-owned small business or
8 veteran-owned small business. The core requirements
9 are outlined in this section of the RLP, so I would
10 encourage you to please read it carefully.

11 The core requirements, though, are that the
12 veteran owners have direct, unconditional ownership of
13 at least 51 percent of the company and have full
14 decision-making authority. The veteran must manage the
15 company on both a strategic policy and day-to-day
16 basis. The veteran must hold the highest offer
17 position -- excuse me -- officer position, and the
18 veteran should be the highest-compensated employee
19 unless that can be otherwise explained. The veteran
20 must have the managerial experience of the extent and
21 complexity needed to run the company. Again, these
22 details are all found in the RLP, so please reference

1 that as you navigate this process.

2 The RLP also includes details about joint
3 ventures. You are welcome to submit as a joint
4 venture, but just to reiterate what Anntwinette
5 reviewed early on, that if you do choose to offer
6 through a joint venture, please make sure the joint
7 venture is registered in the system for award
8 management and all offer documents match. The
9 government cannot accept individual partners of the
10 joint ventures on offer documents.

11 (Brief pause.)

12 MS. ROUSE: The RLP Section 3.02 outlines how your
13 offer should be submitted. It talks about receipt of
14 proposals, including the due date and location. Late
15 submittals may not be accepted, so please pay special
16 attention to this. I know you all are working very
17 hard, and I would hate for somebody's to be even one
18 minute late and not be able to be accepted. Please
19 make sure that these are labeled properly and divided
20 out among volume one and volume two. Volume one should
21 be the technical portion of your offer, and volume two
22 should be the price information about your offer.

1 Please refer to the submittal checklist that is
2 very detailed in the RLP so that you make sure that you
3 do not miss anything. And, again, because this is very
4 important, I will just reiterate that a timely delivery
5 is everything in these procurements, so please plan
6 accordingly. This procurement is due at 4:00 in the
7 Eastern Time Zone, so if you are in a different time
8 zone, please make sure to factor that in. And, you
9 know, just make sure that you account and get it in as
10 early as you possibly can.

11 Section 3.06 of the RLP provides a very detailed
12 list also of the documents that should be included with
13 your submission. I'll just highlight a few of those.
14 Please make sure to provide details about the site that
15 you're actually submitting. Please make sure you
16 provide evidence that you have control over a site,
17 that you're authorized to represent that site. Please
18 make sure that all documents match, the actual
19 documents that you're filling out matches what is in
20 the system for award management. Please make sure you
21 submit your Energy and Green Globe details as well so
22 that the Technical Evaluation Board can make an

1 informed decision about your offer.

2 Section 3.07 goes over tenant improvement

3 allowance and amortization, and the VA may elect to pay

4 some or all of the tenant improvement allowance via

5 lump sum upon substantial completion of this project.

6 And then Section 1 talks about the requirements in the

7 section and current wage notes. And I realize that the

8 delineated area of this particular project crosses into

9 two different counties, and so, the driving force

10 behind which you need to pay attention for is which

11 county your offered site is in. And please make sure

12 you stay up to date on those because they will change

13 throughout the offer process, and we do want to make

14 sure that the prevailing wages are as up to date as

15 possible.

16 And then also, for your conceptual plan, which Rob

17 is getting ready to talk about, please make sure you

18 provide both a CAD and PDF version to the government

19 for its review. And with that, Rob, I'm going to pass

20 it over to you, but you're going to have to wait for

21 just one second so I can unmute you. Just one moment,

22 Rob.

1 (Brief pause.)

2 MS. ROUSE: All right, Rob, are you -- can you
3 talk? I think I unmuted you.

4 MR. FORNEY: Great, yes.

5 MS. ROUSE: Okay, great.

6 MR. FORNEY: Okay. Yeah, this is Rob Forney. I'm
7 with Oculus. But, Ami, you're going to go ahead and
8 move the slides, correct?

9 MS. ROUSE: Yes.

10 MR. FORNEY: Okay, great. So, go ahead and move
11 the slide. I'll give you a little background on how we
12 got to this point obviously, you know, looking at some
13 conceptual diagrams here of a floor plan. But we've
14 put quite a bit of work and effort into getting to this
15 point, even though it is a basic plan. So, I'll give
16 you background on the process we went through so far.

17 So, the program for design was developed by the
18 local VA facility working with the -- with the Central
19 Office facility planner, Dan in this case. And so,
20 they created the program design. RAET was given that
21 program for design, and our job was to create the plan
22 based on that. We obviously used the PACT model to

1 create the plan, and you can see that. There's quite a
2 bit of information on the VA TIL for the PACT model and
3 what that means to a clinic, but it's definitely a
4 particular type of arrangement and a type of care that
5 the VA is using these days in the clinics that focuses
6 on having team rooms for the staff and having separate
7 films for patient circulation and flow as they go
8 through the clinic. And it's -- as I say, it's a type
9 of care that this plan is based on and set up for.

10 Once we created a conceptual plan, we did have
11 meetings with the local VA staff. All the departments
12 and their users came and went over the plan, re-
13 verified the program for design, and made sure that
14 this arrangement is really what the facility wants as
15 far as departments, adjacencies, types of services
16 offered, and relationships of the, you know,
17 departments to other departments.

18 The planning grid we used is the 31-foot, 10-inch
19 module -- grid module, and that helps with flexibility,
20 and it's basically a double-loaded corridor. It gives
21 you the types of room sizes that you need to maybe in
22 the future if some needs change, you can easily switch

1 out rooms. So, we're looking for a certain square
2 footage of rooms, but we're also looking for
3 proportional spaces that work well with the services
4 that are needed.

5 So, use your program for design for the square
6 footages. There's no square footages on these
7 conceptual plans, but the square footages are included
8 in the program for design, so that's how your -- you
9 would use those. And the plans we have here, even
10 though conceptual, there could be some variance in the
11 actual scaled room sizes, but then use those programs
12 for design to rule on the spaces that are required.

13 So, some basic features of this clinic, again,
14 team rooms centrally located around exam rooms. We
15 want to try to get some natural light into those team
16 rooms, so we've located some more common or public
17 spaces, like conference rooms, break rooms, those kind
18 of things, off the upper exterior wall. And we're
19 looking for natural light to try to get filtered into
20 those team rooms for the staff basically. Then another
21 key feature of this design is the flow of how the
22 clinic works. We have intentionally set up staff

1 circulations in the back feeding those team rooms, and,
2 you know, for delivery of materials and just staff
3 movement, which is separate from the patient movement
4 as they go through their own corridors to mainly exam
5 rooms that are -- so exam rooms are accessed by the
6 patient from one corridor and from the staff through
7 the team rooms.

8 So, you can advance the slides, and that's -- the
9 main clinic was on that last slide. Mental health was
10 the green area on the left -- yeah, thanks -- and
11 that's the bulk of that. This is the upper left-hand
12 corner with other departments. There's eye and
13 audiology with some mechanical space in the back. And
14 like I was saying, pay attention to how the flow of the
15 clinic is arranged so that you have the ability to get
16 staff and materials to these different departments that
17 are not running through the patient corridors. Even
18 though there's no doors on these plans, pay attention
19 to those -- where the walls would be, and there's
20 cross-corridors -- across the corridors, if there's a
21 line, that's basically representing where the demarc
22 between staff and patient circulation would be. So,

1 that's kind of important.

2 So, if you scroll the slide, additionally the --
3 that's just a blowup of the -- we've got multispecialty
4 clinic, dental, small pharmacy, and radiology in that
5 -- in that slide, and then the last slide would show
6 and represent the lobby space. So, let me talk a
7 little bit about that, too.

8 Obviously, we want to have one main entry, which
9 is kind of in the center there, with obviously the
10 waiting area where right as you come in you'd have
11 registration and you'd have kiosks for check in. But
12 we also located key departments off of this main lobby
13 that some veterans might come in and use without maybe
14 going to a primary care or a consult visit, like
15 laboratory for -- obviously for samples and physical
16 therapy, which is on the lower corner there in the aqua
17 color, and also pharmacy, which is in the upper right-
18 hand corner. Those kind of -- those kind of
19 departments want to be off that lobby so they can maybe
20 come in, just do that, and then leave, or visit those
21 on the way in or out of a -- of a primary care visit.
22 There's also some team rooms and groups therapy rooms

1 off the lobby to that we want to have access to without
2 having to go back into the main clinic space. So,
3 that's kind of how this building is arranged, and even
4 though it's a basic diagram, there's some important
5 features that you need to be aware of.

6 So, on that same note, the ASRs, which are in the
7 appendix of the -- these documents, will give you a
8 feel for what is important to the staff and the VA that
9 you want to -- you want to pay attention to and read.
10 We both have a narrative form of the ASR and some
11 bullet-point ASRs that are basically all above and
12 beyond what you would consider a typical, normal
13 business MOB use, items that the VA thinks is important
14 and that they're going to look for as key requirements.

15 Same thing for the site. Obviously we don't have
16 a site drawn here, but there are some descriptive --
17 some narrative of what you want to provide for that
18 site. Ami, if you want to go back a slide, I don't
19 know, when we talk about the building codes and
20 standards.

21 Basically, you could read this whole slide, but
22 the key is you want to look at that Appendix D, and

1 that'll give you the specific criteria to comply with
2 from these different agencies that we list here. So,
3 we're not going to meet every single VA guideline ever
4 made, we're going to list, but the Appendix D will tell
5 you which ones we do need to meet. The ABAAS is the
6 accessibility standard. We're not using the VA guide
7 for accessibility on this building, but we are using
8 ABAAS for this. Just go back and look at those
9 appendixes, and you'll get -- you'll get all the
10 specifics of that.

11 And then the next slide is -- I think I can turn
12 it over to you, Ami, unless you want me to say anything
13 more.

14 MS. ROUSE: No, that's perfect. Thanks, Rob.

15 MR. FORNEY: Okay, good. No problem.

16 MS. ROUSE: Okay, great. So, as Rob indicated,
17 please pay special attention to the design concept .
18 It's a very well thought out, well planned out
19 document. It's not meant to be a comprehensive
20 document, but there has been a lot of time and effort
21 that has gone into how that's been presented as part of
22 the RLP package.

1 So, moving on to another specific part of the RLP
2 package. One key form that the government looks at in
3 its review is the Form 1217, and this should illustrate
4 your operating expenses and a portion of your shell
5 expenses. All items above line 27 in the left-hand
6 column will comprise your proposed operating rent.
7 Line items below 27 -- taxes, insurance, commission,
8 and other items -- should be included in your base or
9 shell rent. So, please be -- please be very aware of
10 that.

11 I also wanted to talk for a minute about the SAM
12 registration. Please make sure you demonstrate an
13 active registration. This needs to be reactivated on
14 an annual basis, and it is very easy to let that slip,
15 and that can cause delays in your offer being
16 considered and evaluated. So, please make sure you
17 have an active registration before that is due.

18 We also require a PDF of each offeror's
19 representations and certifications. The registration
20 for the offering entity, again, please make sure all
21 the names match. Please make sure your registration is
22 for NAICS Code 531120. And if you are qualified,

1 please make sure that small business status
2 certification is reflected in your SAM registration.
3 And, again, only small businesses are being considered
4 for the Northern Colorado procurement.

5 Regarding past performances and references, the
6 past performance questionnaire is included as part of
7 the published RLP. Please note that a minimum of three
8 reference check forms are required. I realize that
9 people can get a little bit confused about this because
10 there are three boxes on here, but we actually need
11 three forms completed. And these forms need to be sent
12 directly to the government, not by the offeror. So,
13 they should be sent to Carpenter/Robbins Commercial
14 Real Estate and the VA directly from the person who is
15 providing the reference, not as part of the submission
16 package from the offeror.

17 As we discussed a little bit earlier, Davis-Bacon
18 prevailing wages do apply to this procurement, so,
19 again, this delineated area covers two counties. So,
20 please be aware of the county the site you're offering
21 is in, and present your prevailing wages in accordance
22 with that site. And, again, the most recent one that

1 is published is dated August 31st of 2018, but this
2 will be amended as necessary during the procurement
3 process, and will always be the most -- the most up-to-
4 date wages will always prevail on this. And also, if
5 you have somebody who is not included in the class of
6 laborers or mechanics listed in the wage determination,
7 please be sure to submit separate information about
8 that to the contracting officer for approval.

9 Excuse me. Development requirements are all
10 listed in the RLP. Section 2.11 discuss due diligence
11 and NEPA. Section 2.13 goes over the cultural
12 resources study. Section 5.01 includes information
13 about offsite improvements. Please make sure the costs
14 for all offsite improvements are included in your shell
15 -- in your proposed shell rate. And Section 5.01 --
16 5.02, excuse me -- discusses due diligence.

17 RLP Section 5.03 discusses the applicable law that
18 covers this procurement, and then RLP Section 2.04
19 explains that the lessor does not require -- shall not
20 require the government to restore the premises upon
21 termination of the lease. This is waiver of
22 restoration clause. So, we want to make sure that

1 everybody has a clear understanding of that going into
2 this project.

3 RLP Section 4 -- excuse me -- 3.04 discusses the
4 budget scorekeeping process. This is one of the
5 reasons that we are asking for several terms to be
6 submitted so that we make sure that this scores as an
7 operating lease and does not exceed the threshold for
8 that.

9 So, I know we've covered a lot of information
10 today, and I know that you all have a lot of materials
11 to go over, but I want to take special note of a few
12 minimum requirements. I want you all to make sure that
13 you realize that a certificate of occupancy is required
14 for the government to consider a site substantially
15 complete. Green Globe certification will be required.

16 All Federal regulations must be followed, local
17 building codes and ordinances must also be followed,
18 and the Davis-Bacon wages for the county of the site
19 that you are offering do apply. Also, the Uniform
20 Accessibility Standards and architectural barrier
21 standards must be followed, as Rob alluded to during
22 his portion of this presentation.

1 Just to summarize our presentation, I really can't
2 emphasize enough the importance of reading the RLP in
3 its entirety. Please make certain all of your
4 documents that require signature have been signed or
5 initialed as appropriate. The offering entity with the
6 offering entity's DUNS Number must be registered in
7 SAM. Again, makes sure all of your documentation
8 matches exactly. And, again, this is a set-aside
9 project, so SDVOSB and VOSB businesses may submit
10 offers on this, but please make sure that is updated in
11 the system for award management.

12 Please provide a 1364 and a 1364 attachment for
13 each pricing structure. So, this goes into the terms
14 that the government is requesting be submitted, the 15-
15 and 20-year terms. Please note that the government
16 will not accept conditional offers, and make sure that
17 you also in SAM have your small business noted -- small
18 business registration noted. And then also, please
19 make sure that you submit evidence of capability to
20 perform which talks about your financial resources, and
21 make sure, again, this financial resource form clearly
22 reflects all entity names. And make sure you submit

1 this with your offer because materials sent separately
2 will not be considered. So, please do not send us the
3 compact disks and then email us the evidence of
4 capability to perform because that will not be
5 acceptable.

6 And, again, just please make sure you allow enough
7 time to submit a timely offer. Again, I know you guys
8 are putting in so much time and resources if you making
9 an offer on this project, and we cannot -- we may not
10 be able to submit or to review late offers. So, I
11 would just encourage you to plan as ahead of schedule
12 as possible.

13 That concludes -- unless I've missed anything,
14 that concludes our presentation. And, again, we are
15 not going to go over questions at this time. However,
16 you do have until October 17th to submit all questions
17 in writing to Ami Rouse at crcrcr.gov, and that email
18 address if you didn't get it -- oh, .com -- excuse me
19 -- not .gov -- amirouse@crcrcr.com, and that is
20 published in the RLP.

21 Okay. Thank you all so much. Have a wonderful
22 weekend. We really appreciate everybody's time and

1 efforts on this procurement.

2 (Whereupon, at 4:08 p.m., the meeting was

3 concluded/adjourned.)

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22