



**Request for Information
Capital Region Airport Authority**

Solicitation Number	Request for Information (RFI) 2025-03
Solicitation Title	Operate and Maintain Vertical Transportation Systems (Elevators and Escalators) Capital Regional International Airport Lansing, Michigan
Purpose	To gauge industry interest and gather information from potential providers of performance-based services, principally related to operation and maintenance of the airport’s elevators and escalators. Additional services <u>may</u> include acquisition, financing, manufacturing, and/or installation.
Deadline for Submissions	Thursday, April 17, 2025 <i>See additional deadlines on page 2</i>
Submit Response to	eblack@craa.com
Required Bid Copies	One (1) electronic submission via email
Direct All Inquiries To	Elliott Black Director of Finance & Administration eblack@craa.com
This RFI includes	Section 1—Glossary of Terms Section 2—Details of the RFI Section 3—Federal Requirements Section 4—Information Requested Exhibit A—Notional Timeframe for Service Delivery

**REQUEST FOR INFORMATION (RFI) 2025-03
for
Vertical Transportation Systems**

Issue Date: Friday, March 14, 2025

Optional site tour: Thursday, March 27, 2025, 10:00 a.m.
Onsite at the Capital Region International Airport
Lansing, Michigan
4100 Capital City Blvd.
Lansing, MI 48906

RSVP for Site Tour: Register via email to eblack@craa.com
Monday, March 24, 5:00 p.m. Eastern

Deadline for questions: Thursday, April 3, 2025, 5:00 p.m. Eastern

Submission deadline: Thursday, April 17, 2025, 5:00 p.m. Eastern

Email questions to: Elliott Black
Director of Finance & Administration
eblack@craa.com

CRAA Contact: Elliott Black
(517) 886-3713

DESCRIPTION: The Capital Region Airport Authority (CRAA or “the Authority”) is seeking information from entities who may be interested in the possibility of providing certain services to the Capital Region International Airport, as described herein.

This is neither a Request for Proposals (RFP) nor Request for Bids (RFB). The Authority will use the results of this RFI to decide whether, when, and how to proceed with the anticipated procurement.

IMPORTANT: It is the responsibility of prospective respondents to monitor the Authority’s website for potential updates to this RFI.

SECTION 1- GLOSSARY OF TERMS

- 1) **Airport:** Capital Region International Airport, Lansing, Michigan.
- 2) **Board:** The governing body of the airport.
- 3) **Business:** An individual, firm, vendor, association, corporation, limited liability company, partnership, joint venture, sole proprietorship, or other legal entity.
- 4) **Currency:** All monetary references in this document are in U.S. dollars.
- 5) **Contractor:** The successful awarded bidder of a solicitation, who is legally bound to the contract.
- 6) **Capital Region Airport Authority:** Owner of the Capital Region International Airport and Mason Jewett Field.
- 7) **Form of Agreement or FOA:** The contract document for the solicitation. This document does not yet exist. The Authority will develop the contract documents based in part on the results of this RFI.
- 8) **Freedom of Information Act (FOIA):** Regulates and sets requirements for the disclosure of public records and defines when, how, and what information may be obtained from the Airport Authority by an interested party.
- 9) **Holiday:** The legal holidays observed by the Airport Authority. (New Year's Day, Martin Luther King Jr. Birthday, Presidents' Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, Christmas Eve, Christmas Day, New Year's Eve)
- 10) **Joint Venture:** A partnership or other legal cooperative agreement between two or more persons or entities.
- 11) **Nonresponsible Bid:** A bid submitted in reply to an RFB issued by the Airport Authority where the bidder does not meet all the minimum qualifications.
- 12) **Nonresponsive Bid:** A bid submitted in reply to an RFB issued by the Airport Authority, which does not conform to all material requirements of the RFB.
- 13) **Notice of Award:** Written notification from the Airport Authority to the successful bidder that they have been awarded the contract.
- 14) **Notice to Proceed:** Written authorization from the Airport Authority to the successful bidder to proceed with the work defined in the contract.

- 15) **Partnership:** An agreement under which two or more persons agree to carry on a business, sharing in the profit or losses, but each liable for the losses to the extent of his or her personal assets.
- 16) **Responsible Bidder:** A bidder who is qualified in all respects to fully preform the required services or to provide the required goods and who possesses the integrity, experience, and the reliability necessary for the good faith performance.
- 17) **Responsive Bidder:** A bid timely submitted by a bidder in reply to, and in conformity with all material requirements of a Request for Bids.

SECTION 2 – DETAILS OF THE RFI

- 1) The Authority’s objective for this RFI is to gauge the level of industry interest in the possibility of an anticipated procurement.
- 2) This RFI does not represent an actual procurement, and the Authority is neither offering nor seeking any contractual commitments through this RFI.
- 3) The Capital Region International Airport (LAN) is a commercial service airport supporting both scheduled and charter passenger service, including international as well as domestic destinations, as well as significant cargo operations, corporate and general aviation activities. The airport is currently designated by the Federal Aviation Administration (FAA) as a Nonhub Primary airport. The airport’s scheduled and charter passenger services support a significant catchment area covering much of the central region of the State of Michigan.
- 4) The Authority is committed to optimizing a high level of customer service and accessibility of the Capital Region International Airport, for the benefit of passengers who may experience mobility-related challenges, including disabled veterans among others.
- 5) The anticipated procurement would provide an opportunity for prospective bidders to operate and maintain (O&M) both existing and eventual new (replacement) elevators and escalators (hereafter referred to as “the Systems” or “the Equipment”) within the passenger terminal at the Capital Region International Airport in Lansing, Michigan.

Depending upon the results of this RFI, the Authority may also elect to include the purchase and installation of new (or replacement) vertical transportation equipment. The Authority may also elect to include capital financing in the scope of the anticipated procurement. The O&M phase would likely be for an extended time period, potentially 30 years or longer including options that the Authority may exercise. Please see below for additional information about potential phasing, specific services that may be required, and the potential compensation structure.

- 6) The Authority is considering a procurement process (and associated contract) that would include financial incentives for the selected “Operator,” depending upon the percentage of time that the Systems are “Functionally Available.” The Authority’s goal is to create a strong financial incentive for the Operator to conduct preventive maintenance in a timely manner; to maintain a sufficient inventory of spare parts; and to maintain sufficient and properly trained staff to optimize the amount of time that the Systems are Functionally Available.
- 7) The scope of work includes the Airport’s three (3) existing elevators and three (3) existing escalators, for as long as they continue to function. This includes an

elevator serving the Federal Aviation Administration (FAA) Airport Traffic Control Tower.

The Authority will likely need to eventually purchase and install as many as four (4) new (or replacement) elevators and as many as five (5) new (or replacement) escalators.

- 8) The precise number of future Systems is not yet known, because the Authority is currently in the process of planning a series of terminal modifications. This will likely require the phased relocation of some existing elevator and escalator functions.

The Authority recognizes that it is not physically possible to relocate an existing elevator or escalator, principally because of the need to maintain existing functionality during installation and testing of new (or replacement) Systems, but also because such Equipment is designed (and sized) to function in a particular location. In certain cases, the existing elevators or escalators may have to remain in their current locations indefinitely. In other cases, those functions may be moved to new locations, and therefore require new (replacement) systems.

- 9) The Authority is considering the following elements of work in connection with this opportunity. See Exhibit A for a notional, illustrative structure of the compensation model that the Authority is considering:
 - a. **Core Services A: Operation and maintenance (O&M) of the Authority's existing elevators and escalators.** Some of these Systems will continue to be needed in their existing locations, while others will eventually need to be decommissioned and removed (after replacement systems are in place and functional).

The Authority recognizes that prospective bidders may be reluctant to commit to significant performance-based requirements in connection with existing Systems. Even so, depending upon the results of this RFI, the Authority may consider offering substantial financial incentives based on the Functional Availability of the existing Systems.

The Authority anticipates defining "Functional Availability" with respect to each individual elevator and escalator, with respect to its availability over the duration of each month, and then compiling that data to derive a total percentage of Functional Availability.

- b. **Core Services B: Long-term O&M of the Authority's new (and replacement) elevators and escalators.** The successful bidder would operate and maintain the Authority's new (replacement) systems on a long-term basis, potentially as long as 30 years including structured options for the

Authority's consideration. The Authority's intention is to establish a two-part compensation structure, under which 20 percent of the maximum compensation related to this O&M work would be guaranteed, with the remaining 80 percent of this O&M work to be variable, based on the percentage of time that the systems are Functionally Available.

Here again, the Authority anticipates defining "Functional Availability" with respect to each individual elevator and escalator, with respect to its availability over the duration of each month, and then compiling that data to derive a total percentage of Functional Availability.

For example, if in a given month the Systems are operational 97.2 percent of the time, then the Authority would apply that percentage to the maximum variable compensation for that month (plus the 20 percent that is guaranteed).

Conversely, if in a given month the Systems are fully operational only 71.8 percent of the time, then the Authority would apply that percentage to the maximum variable compensation for that month (plus the 20 percent that is guaranteed).

- c. **Optional Services C: Acquisition and installation of new (replacement) systems.** The Authority is considering the possibility of including acquisition, manufacturing, and installation of new (and/or replacement) Equipment in this procurement. If these services are ultimately included, then the selected Operator would work in close coordination with the Authority, the Authority's Owner's Representative, architectural and engineering design teams, and construction contractors to coordinate all installation work.

Depending upon how the eventual design of the terminal modifications proceeds, the Authority is considering the possibility of procuring new (replacement) systems on an expedited basis. The reason is that the Authority is aware of the long-lead time required to acquire these new systems, and may therefore take steps to ensure that this acquisition process does not delay implementation of the broader terminal improvements. The Authority believes that by the time the terminal design work is at 15 percent, there may be sufficient data available (including height and slope for escalators, and height and size for elevators) to begin the acquisition process.

The Operator would be expected to install and maintain an equipment monitoring system that provides both automated alerts of any equipment problems, as well as the precise amount of time each month that each piece of equipment is Functionally Available. The Authority would reserve the right to inspect and verify the resulting data.

The Authority would expect the Operator to acquire energy-saving equipment, such as variable-speed motors that allow an escalator to be either in standby mode (either stopped or moving slowly until a passenger or other person approaches the apron, at which point the escalator would accelerate to normal operating speed). Time in standby mode would not count as “downtime,” as long as the equipment is demonstrably available on a 24/7 basis.

Here again, the Authority anticipates defining “Functionally Available” with respect to each individual elevator and escalator, with respect to its availability over the duration of each month.

If the Authority proceeds with these Optional Services, then it is unlikely that the Authority would pursue Federal funds in connection with these acquisitions (and therefore Federal procurement requirements would not apply). However, the Authority is still bound by other statutory requirements, some of which would apply to the selected bidder. Please see Section 3 for related information.

- d. **Optional Services D: Capital financing.** The Authority is also exploring the possibility of asking prospective bidders to provide capital financing for the new Systems. The reason is that the Authority may be interested in the possibility of “off-balance-sheet” financing for these Systems.

If the Authority proceeds on this basis, then the Authority’s expectation would be that the successful bidder would secure or otherwise provide the up-front funds for the equipment acquisition and installation, and then recover those funds from the Authority through structured payments over an extended period of time (e.g., 15-20 years).

The Authority recognizes that bidders would need certainty of full recovery of the acquisition costs and associated financing costs, over a clearly identified timeframe, and that this timeframe would likely need to be shorter than the overall timeframe for this potential contract. This concept is notionally illustrated in Attachment A. The Authority also recognizes that it would likely need to establish a series of provisions to protect the Operator’s financial interests, including maintaining a separate Debt Service Reserve Fund and other fund deposits just as if the Authority were issuing bonds in the municipal financial market.

- e. **Optional Services E: Decommissioning and removal of existing systems.** To the extent that the Authority determines that existing systems need to be replaced, the successful bidder would be tasked with the safe decommissioning, removal, and disposal of existing systems. The Authority would likely allow the selected bidder to retain any potential salvage value.

- 10)** If the Authority decides to proceed with the procurement as described above (regardless of whether to include any of the Optional Services), then the Authority will establish and identify the formal evaluation and selection criteria at that time.

Even so, the Authority is likely to include a clear criterion that businesses responding to the eventual procurement should bring clear and demonstrable experience, expertise, and resources (including in-house personnel) in operating and maintaining elevators and escalators. The Authority is not likely to select an entity that would simply subcontract for these services, without bringing its own expertise to bear.

SECTION 3 – FEDERAL REQUIREMENTS

The Authority is legally bound by a number of Federal requirements, many of which also apply to contractors retained by the Authority. In the language that follows below, the term “Contractor” should be understood to refer to a successful bidder under the anticipated procurement.

Title VI Solicitation Notice

The **Capital Region Airport Authority**, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders or offerors that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

Compliance with Nondiscrimination Requirements

During the performance of this contract, the Contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the “Contractor”), agrees as follows:

1. **Compliance with Regulations:** The Contractor (hereinafter includes consultants) will comply with the Title VI List of Pertinent Nondiscrimination Acts and Authorities, as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.
2. **Nondiscrimination:** The Contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The Contractor will not participate directly or indirectly in the discrimination prohibited by the Nondiscrimination Acts and Authorities, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR part 21.
3. **Solicitations for Subcontracts, including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding or negotiation made by the Contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the Contractor of the contractor’s obligations under this contract and the Nondiscrimination Acts and Authorities on the grounds of race, color, or national origin.
4. **Information and Reports:** The Contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the sponsor or the Federal Aviation Administration to be pertinent to ascertain compliance with such Nondiscrimination

Acts and Authorities and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the Contractor will so certify to the sponsor or the Federal Aviation Administration, as appropriate, and will set forth what efforts it has made to obtain the information.

5. **Sanctions for Noncompliance:** In the event of a Contractor's noncompliance with the non-discrimination provisions of this contract, the sponsor will impose such contract sanctions as it or the Federal Aviation Administration may determine to be appropriate, including, but not limited to:
 - a. Withholding payments to the Contractor under the contract until the Contractor complies; and/or
 - b. Cancelling, terminating, or suspending a contract, in whole or in part.
6. **Incorporation of Provisions:** The Contractor will include the provisions of paragraphs one through six in every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations, and directives issued pursuant thereto. The Contractor will take action with respect to any subcontract or procurement as the sponsor or the Federal Aviation Administration may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the Contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the Contractor may request the sponsor to enter into any litigation to protect the interests of the sponsor. In addition, the Contractor may request the United States to enter into the litigation to protect the interests of the United States.

Title VI List of Pertinent Nondiscrimination Acts and Authorities

During the performance of this contract, the Contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "Contractor") agrees to comply with the following non-discrimination statutes and authorities; including but not limited to:

- Title VI of the Civil Rights Act of 1964 (42 USC § 2000d *et seq.*, 78 stat. 252) (prohibits discrimination on the basis of race, color, national origin);
- 49 CFR part 21 (Non-discrimination in Federally-assisted programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964);
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 USC § 4601) (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Section 504 of the Rehabilitation Act of 1973 (29 USC § 794 *et seq.*), as amended (prohibits discrimination on the basis of disability); and 49 CFR part 27;
- The Age Discrimination Act of 1975, as amended (42 USC § 6101 *et seq.*) (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982 (49 USC § 471, Section 47123), as

amended (prohibits discrimination based on race, creed, color, national origin, or sex);

- The Civil Rights Restoration Act of 1987 (PL 100-209) (broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, the Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms “programs or activities” to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act of 1990, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 USC §§ 12131 – 12189) as implemented by U.S. Department of Transportation regulations at 49 CFR parts 37 and 38;
- The Federal Aviation Administration’s Nondiscrimination statute (49 USC § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12898, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures nondiscrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency, and resulting agency guidance, national origin discrimination includes discrimination because of limited English proficiency (LEP). To ensure compliance with Title VI, you must take reasonable steps to ensure that LEP persons have meaningful access to your programs (70 Fed. Reg. at 74087 to 74100);
- Title IX of the Education Amendments of 1972, as amended, which prohibits you from discriminating because of sex in education programs or activities (20 USC 1681 et seq).

Certification of Offerer / Bidder Regarding Debarment

By submitting a bid/proposal under this solicitation, the bidder or offeror certifies that neither it nor its principals are presently debarred or suspended by any Federal department or agency from participation in this transaction.

Certification of Lower Tier Contractors Regarding Debarment

The successful bidder, by administering each lower tier subcontract that exceeds \$25,000 as a “covered transaction,” must verify each lower tier participant of a “covered transaction” under the project is not presently debarred or otherwise disqualified from participation in this federally assisted project. The successful bidder will accomplish this by:

1. Checking the System for Award Management at website: <http://www.sam.gov>.
2. Collecting a certification statement similar to the Certification of Offerer /Bidder Regarding Debarment, above.
3. Inserting a clause or condition in the covered transaction with the lower tier contract.

If the Federal Aviation Administration later determines that a lower tier participant failed to disclose to a higher tier participant that it was excluded or disqualified at the time it entered the covered transaction, the FAA may pursue any available remedies, including suspension and debarment of the non-compliant participant.

Texting When Driving

In accordance with Executive Order 13513, "Federal Leadership on Reducing Text Messaging While Driving", (10/1/2009) and DOT Order 3902.10, "Text Messaging While Driving", (12/30/2009), the Federal Aviation Administration encourages recipients of Federal grant funds to adopt and enforce safety policies that decrease crashes by distracted drivers, including policies to ban text messaging while driving when performing work related to a grant or subgrant.

In support of this initiative, the Owner encourages the Contractor to promote policies and initiatives for its employees and other work personnel that decrease crashes by distracted drivers, including policies that ban text messaging while driving motor vehicles while performing work activities associated with the project. The Contractor must include the substance of this clause in all sub-tier contracts exceeding \$3,500 that involve driving a motor vehicle in performance of work activities associated with the project.

Trade Restriction Certification

By submission of an offer, the Offeror certifies that with respect to this solicitation and any resultant contract, the Offeror –

- 1) is not owned or controlled by one or more citizens of a foreign country included in the list of countries that discriminate against U.S. firms as published by the Office of the United States Trade Representative (USTR);
- 2) has not knowingly entered into any contract or subcontract for this project with a person that is a citizen or national of a foreign country included on the list of countries that discriminate against U.S. firms as published by the USTR; and
- 3) has not entered into any subcontract for any product to be used on the Federal project that is produced in a foreign country included on the list of countries that discriminate against U.S. firms published by the USTR.

This certification concerns a matter within the jurisdiction of an agency of the United States of America and the making of a false, fictitious, or fraudulent certification may render the maker subject to prosecution under Title 18 USC Section 1001.

The Offeror/Contractor must provide immediate written notice to the Owner if the Offeror/Contractor learns that its certification or that of a subcontractor was erroneous when submitted or has become erroneous by reason of changed circumstances. The Contractor must require subcontractors provide immediate written notice to the Contractor if at any time it learns that its certification was erroneous by reason of

changed circumstances.

Unless the restrictions of this clause are waived by the Secretary of Transportation in accordance with 49 CFR 30.17, no contract shall be awarded to an Offeror or subcontractor:

- 1) who is owned or controlled by one or more citizens or nationals of a foreign country included on the list of countries that discriminate against U.S. firms published by the USTR or
- 2) whose subcontractors are owned or controlled by one or more citizens or nationals of a foreign country on such USTR list or
- 3) who incorporates in the public works project any product of a foreign country on such USTR list.

Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by this provision. The knowledge and information of a contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

The Offeror agrees that, if awarded a contract resulting from this solicitation, it will incorporate this provision for certification without modification in all lower tier subcontracts. The Contractor may rely on the certification of a prospective subcontractor that it is not a firm from a foreign country included on the list of countries that discriminate against U.S. firms as published by USTR, unless the Offeror has knowledge that the certification is erroneous:

“This certification is a material representation of fact upon which reliance was placed when making an award. If it is later determined that the Contractor or subcontractor knowingly rendered an erroneous certification, the Federal Aviation Administration (FAA) may direct through the Owner cancellation of the contract or subcontract for default at no cost to the Owner or the FAA.”

SECTION 4 – INFORMATION REQUESTED

- 1) **Name and structure of the business entity responding.** Include the full legal name of the entity, full contact information including a verifiable street address for the business, phone number(s), email addresses, and indicate whether you would anticipate bidding as a prime contractor (potentially with subcontractors), or as a joint-venture or some other legal structure.

It is not necessary (at this stage) to identify any specific subcontractors, equipment manufacturers, or any specific financial institutions that might be involved in supporting acquisition costs if the Authority chooses to pursue that pathway.

The Authority advises respondents against making hard contractual commitments with subcontractors until the Authority determines whether, when, and how to proceed with the anticipated procurement.

- 2) **Likelihood of submitting a bid for Core Services A and B.** Please provide a simple estimate of the likelihood (from 0% to 100%) that the entity would bid on a procurement as described in Section 2, Paragraphs 7(a) and 7(b). Please provide any explanatory comments that you believe would be helpful to the Authority's decision process.
- 3) **Likelihood of submitting a bid for Optional Services C, D, and E.** Please provide a simple estimate of the likelihood (from 0% to 100%) that the entity would bid on a procurement as described in Section 2, Paragraphs 7(c), 7(d), and 7(e). Please provide any explanatory comments that you believe would be helpful to the Authority's decision process.
- 4) **Any changes that might increase the likelihood that the entity would submit a bid.** The goal of this section is to identify any particular concerns that the Authority should consider in finalizing the procurement structure, scope, process, duration, or any other factors that may be important to prospective bidders.

Submission of a response to this RFI is **not** a precondition for entities who may wish to submit an eventual proposal if the Authority proceeds with the anticipated procurement. However, the Authority emphasizes that this RFI represents an important opportunity for prospective bidders to provide feedback for the Authority to consider.

All information submitted may be subject to public disclosure under the Freedom of Information Act (FOIA) in accordance with state law.

The Authority reserves the right to invite selected respondents to participate in subsequent meetings to discuss any of the issues that the respondents have raised. The Authority would not consider such meetings to be interviews.

Nothing in this RFI or in the anticipated procurement shall be considered to be in the nature of professional services (e.g., surveying, architectural, engineering, etc.).

EXHIBIT A—NOTIONAL TIMEFRAME FOR SERVICE DELIVERY

Vertical Transportation Systems

Notional, Illustrative Schedule (reflecting only the first 22 years -- options to extend not shown)

Years shown are calendar years

