



# IMG Rebel Response to RFI 3016

State of Nebraska NE: Design/Build/Finance Options for Adult Male Correctional Facility

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**State of Nebraska NE Department of Correctional  
Services  
Attn: Kate Severin  
NDCS Central Office, Building #1  
801 West Prospector Place**

**Washington DC, 5/25/2020**

**Reference:** RFI 3016

**Subject:** Response to RFI 3016 Design/Build/Finance Options for Adult Male Correctional Facility

Dear Ms. Severin,

IMG Rebel Advisory, Inc., d.b.a. 'Rebel', is pleased to submit the following response to the request for information on Design/Build/Finance Options for an Adult Male Correctional Facility in the State of Nebraska. In this response, you will find select delivery options and their corresponding financing solutions as well as our recommendations to the State moving forward with this project.

We believe this response can help the State of Nebraska to deliver an efficient and cost-effective prison within the given framework. We also believe Rebel would be uniquely qualified to support you as financial and P3 transaction advisor and would welcome the opportunity to further discuss our recommendations with the State. Should you have any questions or would like further information, do not hesitate to contact me at [Marcel.Ham@imgrebel.com](mailto:Marcel.Ham@imgrebel.com).

Kind regards,



Marcel Ham

President

IMG Rebel Advisory, Inc.

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## 1. THE STATE'S OPTIONS

### 1.1 The State can choose from a range of potential delivery models

Depending on the State's own goals and preferences, it can choose from a range of potential delivery models to procure its new correctional facility. Each model transfers a different amount of risk and responsibility to the private sector. On one side, a conventional DBB option has the State retain the majority of the risks and responsibilities, while on the other extreme, an innovative DBFOM option allows the state to transfer most of the risk and responsibility to the private sector. A myriad of options exists in this gauntlet, allowing the State choice in how much risk to transfer or retain. Below, we discuss the main models available to the State as well as their different costs and benefits.

#### **design-bid-build (DBB)**

Conventional delivery, defined as a design bid build (DBB), employs conventional public financing and maintenance. It offers the State full control on design details, means, and methods. Bids are evaluated and selected based on price only, limiting comprehensive review. The DBB option often results in slower delivery and higher cost, in part due to a limited lifecycle focus and the lack of incentive for the private entity to complete the DBB using the lowest and most cost-effective methods. Since the private entity is not responsible for O&M, long-term maintenance costs could be higher as it is often not incorporated in the design process. Additionally, while public finance is cheaper than private, there is little risk transfer, so the State retains most risk.

#### **design-build (DB)**

The DB option integrates the design and construction in a single contract. This allows for an expedited delivery schedule and early price certainty. Evaluation of bids may include qualifications, construction schedule, quality, in addition to price, allowing for the selection of a proposal that offers best value, not just lowest price. This typically lowers design and construction costs and limits change orders. The private entity is incentivized to use innovative approaches. However, these benefits come at greater transactional complexity. The State relinquishes some control over design details and faces a longer procurement process. Additionally, by not tying the maintenance contract to the design-build contract, there is a limited lifecycle focus which could incur future costs. Risk transfer from the State is still low.

**DBB and DB** offer the State the greatest flexibility throughout the life of the project, but at higher risk-adjusted cost, with less risk transfer and limited certainty regarding long-term performance and costs.

**design-build-finance (DBF)**

The DBF model incorporates private financing. Agencies that face capital budget funding constraints may benefit from a private financing solution, depending on internal accounting rules. Since the private entity will not be performing O&M, the State must ensure the implementation design can be maintained. As with the DBB and DB options, the private entity is unlikely to fully consider O&M needs in its design so the State must ensure that it is capable to performing O&M on the design being delivered.

**design-build-operate-maintain (DBOM)**

A DBOM model passes O&M responsibility to the private entity while the State retains financing. This model allows the project to take advantage of cheaper public financing, but it also limits the incentive to the private entity to deliver the best design at the lowest cost, since it is not responsible for financing. Since the private entity will be responsible for future O&M, it is incentivized to incorporate long-term considerations into the design and to construct high quality infrastructure to minimize future maintenance. The private entity may move to incorporate new innovative approaches into the design to achieve higher long-term sustainability. DBOM has limited precedent and is more challenging to structure well.

**design-build-finance-operate-maintain (DBFOM)**

A DBFOM model transfers responsibilities for all project phases to the private entity. As such, there is greater incentive for it to consider operation and maintenance issues when designing and building the structure. The addition of O&M responsibility to the private entity also incentivizes it to increase the design quality to minimize future maintenance costs. The State can significantly insulate itself from risk across the project cycle; it also streamlines the contracting process as a single entity will be charged with delivering both the product and the service. Since the private entity is responsible throughout the project lifecycle, it will also take greater care to estimate long term costs and commit the appropriate funds. The financing of private capital, however, comes at a greater cost since it is partially taxable. In general, DBFOM performs well along most qualitative value drivers and is expected to result in better value for money for the Nebraska taxpayers. This option achieves significant lifecycle cost savings, enhanced performance security, and effective long-term risk transfer.

**DBFOM** creates more opportunities for life cycle cost savings and risk transfer. It also offers more certainty regarding timely completion, costs, and quality of service over the life of the contract.

## 1.2 The financing solutions are associated with the delivery models

There are three main financing solutions: public, private, and hybrid. These solutions are inherently linked to the delivery models. The DBB, DB and DBOM options assume full public financing. DBF and DBFOM assumes private financing but can also include as combination of public and private financing (hybrid financing), as Howard County, MD did in the delivery of its Courthouse as a DBFOM. A brief discussion of these options is included below.

**Public financing solutions** include tax-exempt public financing such as general obligation (GO) bonds and full faith and credit bonds. These are available to public entities and offer low interest rates. It is a cheaper form of finance than private financing, but the State retains the full risk associated with the project.

**Private financing solutions** use debt and equity to finance projects. This may include commercial bank loans for construction and bonds for long term financing. Private finance is more expensive than public finance, but the pricing includes an “insurance premium” for the risks that the State would transfer to the private financiers and investors.

**Hybrid financing solutions** combine private and public financing sources to take advantage of low-cost public finance while insulating the State from risk liabilities. The partially private-partially public funding can happen through milestone payments during the construction phase or at substantial completion of the facility.

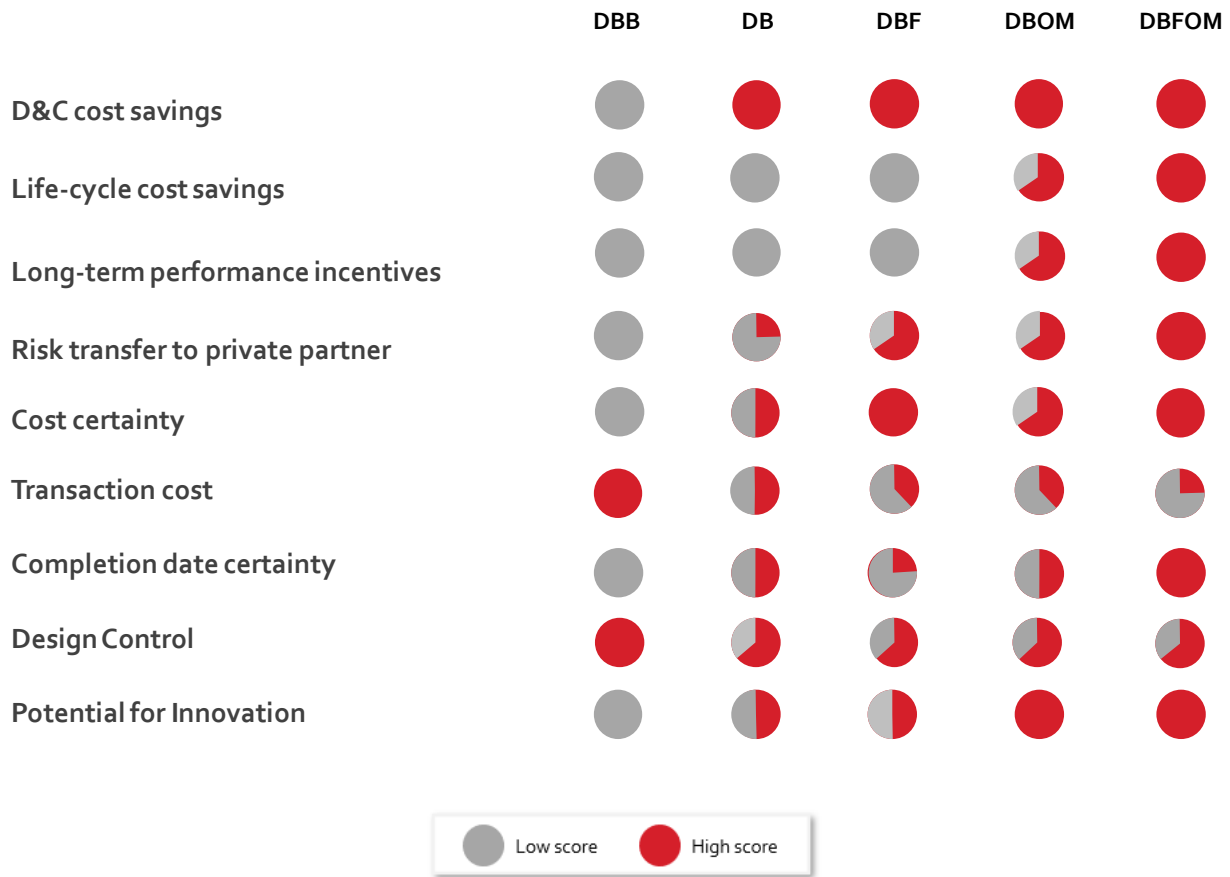
Furthermore, there has been a lot of discussion about tax-exempt P3 solutions lately. These solutions typically make use of tax-exempt vehicle for the private tranches of finance in an integrated contract otherwise structured as DBFOM. In our experience, these structures do come at the cost of greater transactional complexity, and – depending on the exact structuring – less long-term risk transfer, less performance security, and less interest from bidders. Some tax-exempt P3 offerings are merely management contracts under which agencies are “outsourcing” responsibilities regarding the design, construction, financing, and maintenance of facilities, but without a lot of competitive pressure and limited upfront performance and financial guarantees. In general, this option has limited precedent and is more challenging to structure well. Rebel would caution the State to select options that seem “to good to be true” and carefully consider the pros and cons of each option.

### 1.3 The State’s policy goals should inform the decision on the preferred option

When deciding between delivery options and the associated financing solutions, agencies use several key criteria. The State’s considerations may include:

- Potential for design and construct cost savings;
- Potential for life-cycle cost savings;
- Potential for innovation;
- The extent to which it can contract the design;
- Long-term performance incentives;
- Risk transfer to private partner;
- Long term cost certainty;
- Complexity and transaction cost;
- Completion date certainty.

Each of the delivery options offer different advantages and disadvantages. The graphic below indicatively summarizes some of these considerations.



When “running the numbers”, public financing is often perceived as the most cost-effective choice because, at a surface level, the financing is cheaper. However, this does not consider the cost of risk retention. The variety of financing mechanisms available makes it essential to conduct a project specific analysis. This will provide a better understanding of how to balance public and private financing given project specific risks.

## 1.4 A Value for Money Assessment structures the evaluation of options

Many agencies use a value for money (VfM) assessment to compare delivery and financing options in a structured way. VfM assessment is a structured and apples-to-apples comparison of a project’s cash flows under several delivery models and thereby answers the question which delivery method delivers the most “bang for your buck,” or is most “taxpayer-friendly,” as you call it in the RFI.

In our view, a good VfM assessment:

- reflects the State’s key policy goals;
- evaluates the universe of delivery and financing models available to the State;
- provides a balance between a qualitative comparison and level quantitative projections;
- does neither overemphasize the (highly uncertain) projections nor create false precision;
- informs, but does not replace, decision making;
- is transparent and not a black-box;
- serves as a robust foundation for a successful procurement and delivery strategy.

The VfM assessment does not need to be a big investment in terms of time and money, it can be done in 8 weeks and for a budget between \$50k and \$100k.



## 2. WHO WE ARE AND HOW WE CAN HELP

### 2.1 Rebel is an experienced financial and transaction advisor

Rebel is a leading financial and transaction advisory firm with extensive US and international experience in alternative financing and project delivery structures, including public-private partnerships (“P3s”). We provide a full array of financial transaction support services, from market analyses and opportunity assessments to feasibility and valuation analyses, solicitation, evaluation, and negotiation assistance. Rebel has provided transaction advisory services to governments and private bidders on over 75 P3 transactions in North America and Europe in every area of public-use infrastructure, from transportation infrastructure to water, waste and power utilities, social infrastructure, and telecommunications.

Rebel is currently working with the State of Delaware on the selection of the optimal delivery and financing model for a bundle of family courts and a judicial facility and advising Clackamas County (Oregon) on the identification and structuring of the optimal delivery and financing model for its courthouse replacement project. Previously, the Rebel team has served as the P3 financial and transaction advisor for Howard County, MD on its 238,000 sqft Circuit Courthouse and is serving as the P3 financial and transaction advisor for Miami-Dade County on a 600,000 sqft Civil and Probate Courthouse project. For both projects, Rebel provided financial and transaction advisory services from the earliest stages of the project through successful achievement of financial close, including delivery model analysis, financial analysis, procurement document support, and proposal evaluation and negotiation support.

We have led several prison transactions throughout Europe: in Beveren, Dendermonde, Leuze, Marche-en-Famenne, and Haren. We also advised on the Schiphol Airport Judicial and Detention Center PPP project. In each of these DBFM projects, Rebel was responsible for the entire financial-economic advice regarding the tender. This included bankability, financial feasibility, and financial modeling. Our team evaluated the best procurement methods using VfM assessments in conjunction with stakeholder priorities. We assisted the public entities in structuring the projects to be competitive, leading to high quality bids to select from. Our advisory continued through negotiation and financial close. The prisons were successfully delivered in exactly two years.

In addition to having served as transaction advisors for P3 procurements, we have also supported many public agencies in developing successful P3 policies and programs and have developed numerous knowledge products, including advanced value-for-money and risk assessment guides, a guide on the management of unsolicited proposals, a successful P3 practices guide, and model P3 contract guides.

## 2.2 Rebel is uniquely qualified to support the State

Our Team has worked with many state and local governments in the U.S. on launching their P3 programs, assessing the appropriateness of P3 delivery for specific projects, assessing value-for-money, addressing project risks, deploying federal funding and financing, serving as financial and transaction advisors on P3s, and advising on smart technology. We believe our Team is uniquely qualified to support the State, based on the following attributes:

- **Deep value for money assessment expertise** | Rebel combines robust expertise in developing value-for-money and risk assessment methodologies with deep experience in applying the methodology in specific projects, in the US and globally. We have developed the Guidebook for Value for Money Assessment and the Guidebook for Risk Assessment for the federal government, so we are able to offer best practices and the most relevant techniques for use by the State. Moreover, we have developed value-for-money assessments for more than 50 projects, so we understand the process of identifying the optimal delivery and financing model in collaboration with project stakeholders.
- **Strong Commitment and Execution Certainty** | Rebel offers the resources and depth of a global, stable, full-service transaction advisory services team, combining state-of-the-art experience on a wide range of P3 transactions with all knowledge areas of a global financial institution and a highly experienced government advisor with both extensive domestic experience and a global reach.
- **Demonstrated P3 Advisory Expertise** | Rebel has managed many of the first and largest US P3 infrastructure transactions, including the largest US wastewater P3, the most US water utility public-private competitions, the first major US airport P3, and many of the largest US toll road P3s. The Team has sectoral diversity, as well as diversity in terms of project size, and the size of agencies that we work with. We have carried out P3 and infrastructure finance and transaction assignments for both new and existing infrastructure assets across more than 80 countries. We do not view P3s simply as DBFOM projects, but rather, we think that there are a wide range of public-private arrangements that can be characterized as P3s, and we have worked on many of them and seek to continue to innovate and find new ways to apply P3 concepts.
- **Deep P3 Policy and Capacity Building Experience** | Not only have we served as transaction advisors during the actual procurements, but we have also supported many public agencies in developing successful P3 policies and programs and developing P3 project pipelines. We also engage in capacity building for P3 implementation and have conducted training sessions for agencies such as the Maryland Stadium Authority, Howard County, MD, the State of Florida, the State of Texas and the Commonwealth of Virginia on technical topics including the value-for-

money (VfM) assessment, risk assessment and successful P3 practices. Underlying these services is not only our transaction advisory experience, but also several knowledge products that we developed for the U.S. Department of Transportation (U.S. DOT) including advanced value-for-money and risk assessment guides, a successful P3 practices guide, model P3 contract guides, and a guide on the management of unsolicited proposals.

- **Understanding of 360 degrees of each P3 transaction** | We have experience working both for and negotiating with large infrastructure developers and investors. This allows us to ensure the highest value for the State at the lowest public impact. Several members of our Team have served as policymakers in similar transactions, having learned how to make challenging P3 transaction decisions and successfully engage in public outreach. Our Team also has significant experience advising the private sector on transactions, including advising over 20 private consortia on procurement bids and transactions. Unlike other government advisors who very rarely work with the private sector, our experience on both sides of P3 projects gives us unique insights on how to achieve the optimal transaction, utilizing an efficient process to achieve financial close.

## 2.3 Rebel can support the State in conducting many value for money assessments

Rebel has successfully conducted VfM assessments on more than 100 projects in the US, Europe, and around the world. Our recent VfM assessments includes facilities in Delaware, Maryland, Florida, Oregon, and Washington D.C. For each of these projects, we conducted high-level VfM assessments comparing various financing and delivery methods while incorporating both qualitative and quantitative analysis. We focused on potential value-driving features of P3s including life-cycle costing, output specifications, financial incentives, and efficient risk allocation and management.

Our expertise is nationally recognized; Rebel wrote the book on VfM assessment for the USDOT Federal Highway Administration ([https://www.fhwa.dot.gov/ipd/pdfs/p3/p3\\_guidebook\\_vfm\\_1213.pdf](https://www.fhwa.dot.gov/ipd/pdfs/p3/p3_guidebook_vfm_1213.pdf)). This guidebook is still used today, as it describes a framework for assessment, the best practices of VfM, methods of quantitative and qualitative analysis, and how to incorporate a comprehensive assessment into various project types. In addition, Rebel has developed many guides and white papers on alternative delivery and financing models, including innovative risk sharing approaches ([http://www.financingtransportation.org/pdf/p3-toolkit\\_risk\\_sharing\\_white\\_paper\\_1216.pdf](http://www.financingtransportation.org/pdf/p3-toolkit_risk_sharing_white_paper_1216.pdf)).

We included some recent projects most relevant to your project in the appendix. We would be happy to provide more qualifications and references to demonstrate the wide range of sectors that we have worked in, our excitement to take on both large and small projects, and our tailored approach to each project.

### 3. NEXT STEPS TOWARDS SUCCESSFUL PROJECT DELIVERY

#### 3.1 We recommend to start with a robust business case and VfM assessment

Based on our extensive experience working on preparing, procuring, and implementing public investment projects, we believe that robust project preparation is the key to success. Our landmark work with Howard County, MD allowed the delivery of a hybrid P3 courthouse in record time. This success was attributed to the robust preparation and procurement process led by Rebel. From this project, and our other work, we highly advise the creation of a strong foundation and the provision of clarity about the project's purpose and need from the onset. As such, we expect the following crucial activities in this first phase:

##### **Project Scoping**

The State will have to confirm the scope of the project and how the project scope aligns with the State's goals regarding timing, number of people served, design needs, and location. The RFI sets the scope's foundation with the identification of prison size, land space needed, potential innovative approaches, and desire for environmental sustainability. The scope development would go hand in hand with the financial feasibility assessment. The State would most likely be supported by a specialized technical advisor.

##### **Business Case**

Once the scope has been confirmed, the State would conduct a business case analysis to determine the overall financial feasibility of the project. The projected costs would be confronted with the State's long-term budget and debt constraints. This exercise would ideally be facilitated through the development of a customized financial model that captures all key elements of the project. The State would most likely be supported by a specialized financial advisor.

##### **Legal feasibility**

Defining feasible financing and delivery models requires the answering of several legal questions associated with the State's authority to enter into a long-term P3 agreement and the State's authority to follow a consultative procurement process. In recent social infrastructure P3 transactions, we have worked together with specialized law firms Mayer Brown and Hawkins Delafield & Wood to address these and other legal issues.

##### **Value-for-Money assessment**

The State would then conduct a high-level VfM assessment as described in the first section of this response in order to compare the various financing and delivery options. The VfM tool allows the State to compare the options as 'apples to apples.' A high-level risk analysis will help determine the key risks drivers for the project with regards to costs, schedule, and funding and inform discussions about the most efficient allocation of risks. The State would most likely be supported by a specialized financial and P3 advisor.

## Implementation plan

We would recommend developing an implementation plan for the preferred project delivery method, specifying activities and timelines for further project implementation, a high-level procurement strategy, how the State would organize itself for this project, and what external expertise it will need to attract to successfully deliver the project. An experienced transaction advisor can support the State on this.

By the end of this phase, the State should be ready to reach a go/no go decision on the project and the preferred project delivery model, before moving into the next phase. This phase can be finalized within three months but may take longer. Whereas the analyses can be conducted relatively quickly, it is our experience that data gathering, and stakeholder engagement may take some time.

## 3.2 Based on a robust foundation the project can be prepared and procured

Once a preferred delivery method is selected, the State can move forward with the further preparation of the procurement. Below we describe briefly what the various steps in this phase will look like.

### Procurement documentation

First, the State will need to prepare the necessary procurement strategy and procurement documents. This includes a Request for Questions (RfQ) and a Request for Proposals (RfP). Various drafts will be needed to reflect the input of different stakeholders, to address comments, and to answer questions. Selection criteria (for shortlisting bidders) and evaluation criteria (for evaluating bids) must also be identified at this stage. A draft Project Agreement will also be created which includes a scope, the risk allocation, and payment mechanism tailored to this project.

### Request for qualifications

With the procurement documents ready, the State will begin the RfQ process. RfQ submissions will be evaluated based on the predetermined criteria, creating a shortlist of bidders that will be allowed to enter into the next phase of the procurement.

### Request for proposals

The shortlisted bidders will be issued the RfP. During the RfP process, meetings may be held by the State related to the procurement to discuss the project agreement and details. This phase ends with the submission of a proposal by all the shortlisted bidders.

### Bid evaluation

The State will evaluate the proposals, based on the evaluation criteria as specified in the RFP. Along with the technical proposals, financial proposals will also be evaluated. The bid evaluation will lead to the selection of a preferred bidder.

### Finalization and closing

Having selected a preferred bidder, the State will work with its advisors to confirm requirements and the process for commercial and financial close. This includes identifying all tasks related to this close, reviewing the close documents, and addressing any final issues with the project agreement. After final negotiations, the agreement will be signed, and the project will reach financial close.

### 3.3 We encourage the State to leverage best practices

The State can leverage P3 best practices – as Rebel described in the P3 successful practices guide (<https://www.transportation.gov/policy-initiatives/build-america/successful-practices-p3s>) – in the preparation and procurement of this project. We recommend that the State review the successful practices guide and other publications, as well as specific case study write ups, including the Howard County Courthouse P3 case study (<https://www.rebelgroup.com/en/projects/howard-county-courthouse-ppp/>), to familiarize itself with the process and critical success factors. We would obviously be happy to be available to provide more background and help define the State's next steps towards the successful implementation of a new correctional facility.

## Appendix Selection of Recent Rebel Qualifications

<b>Name of Organization</b>	Delaware Supreme Court
<b>Project Title</b>	<b>Delaware Family Courts</b>
<b>Project Description</b>	<p>Rebel serves as financial and P3 advisor for the State of Delaware on the procurement and construction of two or three new family courthouses. Rebel is responsible for developing a business case and VfM assessment to assist the State with decision-making on the preferred project delivery method for the Family Courts project.</p> <p>In this project, Rebel conducted a high-level Value-for-Money assessment comparing various financing and delivery methods incorporating both qualitative and quantitative analysis. For the qualitative analysis, we focused on potential value-driving features of P3s including life-cycle costing, output specifications, financial incentives, and efficient risk allocation and management. A quantitative VfM assessment analyzed different delivery models utilizing projected cash flows and financing terms to determine which was most appropriate for the State.</p>
<b>Applicability to the State of Nebraska</b>	<ul style="list-style-type: none"> <li>• Value for Money assessment</li> <li>• Social infrastructure</li> <li>• P3 Structuring</li> <li>• Financial Modelling</li> <li>• Transaction advisory</li> </ul>
<b>Period of Performance</b>	11 / 2018 – ongoing
<b>Contact Name &amp; Title</b>	Evelyn Nestlerode, Deputy State Court Administrator, Fiscal Policy, Administrative Office of the Courts
<b>Phone No</b>	(302) 255-0465
<b>Email Address</b>	<a href="mailto:Evelyn.Nestlerode@state.de.us">Evelyn.Nestlerode@state.de.us</a>

<b>Name of Organization</b>	USDOT Office of Innovative Program Delivery, Washington, DC
<b>Project Title</b>	<b>Development of P3 Guidebooks</b>
<b>Project Description</b>	<p>Rebel developed various guidance documents for governments considering using P3s. The most relevant documents for this project are:</p> <ul style="list-style-type: none"> <li>• Guidebook for Value for Money Assessment, covering the process of VfM assessment as well as a technical discussion of a range of advanced topics. The guidebook can be found at: <a href="https://www.fhwa.dot.gov/ipd/pdfs/p3/p3_guidebook_vfm_1213.pdf">https://www.fhwa.dot.gov/ipd/pdfs/p3/p3_guidebook_vfm_1213.pdf</a></li> </ul>

	<ul style="list-style-type: none"> <li>• Guidebook for Risk Assessment in Public Private Partnerships, covering the process of risk assessment as well as a range of advanced topics related to risk assessment, including market-based pricing of long-term performance risk, discount rates, and a valuation of revenue risk. The guidebook can be found at <a href="https://www.fhwa.dot.gov/ipd/pdfs/p3/p3_guidebook_risk_assessment_030314.pdf">https://www.fhwa.dot.gov/ipd/pdfs/p3/p3_guidebook_risk_assessment_030314.pdf</a></li> <li>• Model P3 Contract Guides for both toll concessions and availability payment (AP) P3 contracts, including key topics like completion testing, availability requirements, maintenance and handback requirements, payment mechanism, insurance, contract terms, supervening events, change in law, defaults, indemnities, federal requirements, step-in rights, and intellectual property. These can be found at: <a href="https://www.fhwa.dot.gov/ipd/p3/resources/fhwa_resources.aspx">https://www.fhwa.dot.gov/ipd/p3/resources/fhwa_resources.aspx</a></li> <li>• P3 successful practices guide that covers lessons learned and best practices on P3 policy, feasibility analysis, procurement, and implementation. The successful practices guide can be found at: <a href="https://www.transportation.gov/policy-initiatives/build-america/successful-practices-p3s">https://www.transportation.gov/policy-initiatives/build-america/successful-practices-p3s</a></li> </ul>
<b>Applicability to the State of Nebraska</b>	<ul style="list-style-type: none"> <li>• Value for Money assessment</li> <li>• P3 delivery</li> <li>• P3 contractual issues</li> <li>• Revenue risk versus availability payment P3s</li> </ul>
<b>Period of Performance</b>	7/2013 - 9/2016
<b>Contact Name &amp; Title</b>	Patrick DeCorla-Souza, P3 Program Manager, FHWA Center for Innovative Finance Support
<b>Phone No</b>	(202) 366-4076
<b>Email Address</b>	<a href="mailto:Patrick.DeCorla-Souza@dot.gov">Patrick.DeCorla-Souza@dot.gov</a>

<b>Name of Organization</b>	Howard County Government, MD
<b>Project Title</b>	<b>Howard County Courthouse P3, Howard County, MD</b>
<b>Project Description</b>	Rebel served as financial advisor and overall P3 transaction advisor for Howard County's first P3 project, a 227,000-square foot courthouse. Rebel conducted a high-level value-for-money assessment of four different delivery options for the courthouse and worked with Howard County staff to educate and prepare 30 members of the County's Spending Affordability Advisory Committee to develop a recommended P3 delivery option. Rebel's



	value-for-money analysis included a high-level risk analysis, qualitative and quantitative assessments, and financial analysis. To conduct the analysis, Rebel gathered capital and operating cost information from technical advisors and built a custom financial model to show cash flows for all four delivery models. After the committee's recommendation to move forward with a P3 delivery model, Rebel has been working with County staff to prepare the procurement, develop the RFQ and RFP documentation, prepare the industry day and develop the draft P3 agreement. Rebel has also supported the County in the shortlisting of qualified bidders, individual meetings with the shortlisted bidders, evaluation of the proposals and selection of the preferred bidder. The project reached financial and commercial close in October 2018.
<b>Applicability to the State of Nebraska</b>	<ul style="list-style-type: none"> <li>• Value for Money assessment</li> <li>• Social infrastructure</li> <li>• P3 Structuring</li> <li>• Financial Modelling</li> <li>• Transaction advisory</li> </ul>
<b>Period of Performance</b>	12 / 2016 – 10 / 2018
<b>Contact Name &amp; Title</b>	Nikki Griffith, Cash and Debt Management Bureau Chief, Department of Finance
<b>Phone No</b>	(410) 313-4063
<b>Email Address</b>	<a href="mailto:ngriffith@howardcountymd.gov">ngriffith@howardcountymd.gov</a>

<b>Name of Organization</b>	Belgium Federal Buildings Agency
<b>Project Title</b>	<b>DBFM New Prison Haren, Belgium</b>
<b>Project Description</b>	Rebel advised and assisted the Federal Buildings Agency of Belgium in a DBFM tenders for a new prison. Rebel was responsible for the entire financial-economical advice with regard to this tender, including bankability, financial feasibility, financial modelling, etc. Moreover, Rebel advised on the most appropriate procurement strategy to achieve the most economical solutions for the Federal Buildings Agency. Thanks to the close cooperation with the advisors, the Federal Buildings Agency was able to limit the lead time of the tender to a strict minimum, without compromising the quality of the submitted bids.
<b>Applicability to the State of Nebraska</b>	<ul style="list-style-type: none"> <li>• Prison infrastructure</li> <li>• P3 Structuring</li> <li>• Financial Modelling</li> </ul>

	<ul style="list-style-type: none"> <li>Transaction advisory</li> </ul>
<b>Period of Performance</b>	01 / 2012 – 07 / 2018

<b>Name of Organization</b>	Dutch State Buildings Agency
<b>Project Title</b>	<b>Schiphol Airport Judicial and Detention Centre PPP Project</b>
<b>Project Description</b>	<p>Rebel was appointed to support the state in the financial close of the Schiphol Judicial Complex and Detention Centre PPP project.</p> <p>The Judicial Complex Schiphol planned to accommodate the DJI's North Holland removal and repatriation center, the IND's Schiphol Airport application center and the secondary place of session of the Haarlem District Court. The detention center had more than 450 predominantly two-person cells and possibly would accommodate asylum seekers with pending procedures, drug traffickers or foreign nationals who have exhausted all legal remedies. The court section also houses a special courtroom for cases with a medium-risk profile and cases which will involve a large number of defendants or members of the press and audience. In accordance with government policy pertaining to large housing projects, the complex was designed, built, and financed in a large PPP between the government of the Netherlands and a consortium of market parties under the name of Poort van Schiphol. The same consortium will manage, maintain, and act as the primary facilities service provider for 25 years.</p>
<b>Applicability to the State of Nebraska</b>	<ul style="list-style-type: none"> <li>Prison infrastructure</li> <li>P3 Structuring</li> <li>Transaction advisory</li> <li>Negotiation support</li> </ul>
<b>Period of Performance</b>	05 / 2010 – 07 /2010

<b>Name of Organization</b>	Miami-Dade County, FL
<b>Project Title</b>	<b>Miami-Dade County Courthouse</b>
<b>Project Description</b>	<p>Rebel is serving as financial advisor and overall P3 transaction advisor for Miami Dade County's first P3 project, a 600,000 square foot courthouse, with 46 finished courtrooms. After receiving an unsolicited proposal for the P3 delivery of the project, Rebel conducted a high-level assessment of alternative delivery and procurement options for the courthouse and worked with Miami Dade County staff to prepare decision-making by the Board of Commissioners. After the Board's decision to move forward with a</p>

	hybrid P3 delivery model, Rebel has been working with County staff to prepare the procurement, develop the RFQ and RFP documentation, prepare the industry day, develop the draft P3 agreement, negotiate the P3 agreement with the shortlisted bidders and evaluate the bids. The County has selected a preferred bidder and is expected to close the project in January of 2020.
<b>Applicability to the State of Nebraska</b>	<ul style="list-style-type: none"> <li>• Value for Money assessment</li> <li>• Social infrastructure</li> <li>• P3 Structuring</li> <li>• Financial Modelling</li> <li>• Transaction advisory</li> </ul>
<b>Period of Performance</b>	4 / 2018 – ongoing
<b>Contact Name &amp; Title</b>	Dan Chatlos, Strategic Program Director Miami-Dade County Internal Services Department
<b>Phone No</b>	(305) 375-4812
<b>Email Address</b>	<a href="mailto:Daniel.Chatlos@miamidade.gov">Daniel.Chatlos@miamidade.gov</a>

<b>Name of Organization</b>	Clackamas County, OR
<b>Project Title</b>	<b>Courthouse Replacement Project</b>
<b>Project Description</b>	Rebel is serving as financial advisor for Clackamas County on the business case / VfM assessment for the development of a new \$220M, 250,000 sqft courthouse. The assessment is intended to inform decision-making on the preferred project delivery and financing method.
<b>Applicability to the State of Nebraska</b>	<ul style="list-style-type: none"> <li>• Value for Money assessment</li> <li>• Social infrastructure</li> <li>• P3 Structuring</li> <li>• Financial Modelling</li> <li>• Transaction advisory</li> </ul>
<b>Period of Performance</b>	10 / 2019 – ongoing
<b>Contact Name &amp; Title</b>	Gary Barth, Project Director Courthouse Replacement Project
<b>Phone No</b>	(503) 754-2050
<b>Email Address</b>	<a href="mailto:gbarth@barthconsultants.com">gbarth@barthconsultants.com</a>

<b>Name of Organization</b>	District of Columbia, Office of Public-Private Partnerships
<b>Project Title</b>	<b>Daly Building P3</b>
<b>Project Description</b>	Rebel is serving as financial advisor for the Daly Building P3 transaction. The District of Columbia is seeking a P3 partner to design, renovate, finance, and maintain the 600,000 sqft Daly Building—which is currently serving as the headquarters for the Metropolitan Police Department (MPD). Rebel is advising the District on the transaction by conducting financial analysis, producing a value-for-money assessment, and providing financial inputs to the procurement documents and project agreement. Currently, the District has received responses to its request for qualifications, and Rebel is assisting with the shortlisting process. The District has engaged Rebel to serve as the financial advisor for the entire transaction.
<b>Applicability to the State of Nebraska</b>	<ul style="list-style-type: none"> <li>• Value for Money assessment</li> <li>• Social infrastructure</li> <li>• P3 Structuring</li> <li>• Financial Modeling</li> <li>• Transaction advisory</li> </ul>
<b>Period of Performance</b>	09 / 2017 – present
<b>Contact Name &amp; Title</b>	Seth MillerGabriel, (former) Director DC Office of Public-Private Partnerships
<b>Phone No</b>	(202) 724-5545
<b>Email Address</b>	<a href="mailto:smillergabriel@aiai-infra.org">smillergabriel@aiai-infra.org</a>

**Form A -- Respondent Contact Sheet: Request for Information Number 3016**

Form A should be completed and submitted with each response to this RFI document. This is intended to provide the State with information on the vendor's name and address, and the specific persons who are responsible for preparation of the response.

Preparation of Response Contact Information	
Name:	IMG Rebel Advisory LLC.
Organization Address:	1015 15 <sup>th</sup> St. NW Suite 600 Washington, DC 20005
Contact Person & Title:	Marcel Ham, President
E-mail Address:	<a href="mailto:Marcel.Ham@imgrebel.com">Marcel.Ham@imgrebel.com</a>
Telephone Number (Office):	
Telephone Number (Cellular):	240-204-2682
Fax Number:	

Each respondent shall also designate a specific contact person who will be responsible for responding to the State if any clarifications of the vendor's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Name:	NDCS Central Office Purchasing Division
Organization Address:	801 West Prospector Place Lincoln, NE 68522
Contact Person & Title:	Kate Severin, NDCS Purchasing
E-mail Address:	<a href="mailto:kate.severin@nebraska.gov">kate.severin@nebraska.gov</a>
Telephone Number (Office):	
Telephone Number (Cellular):	
Fax Number:	