COLORADO DEPARTMENT OF TRANSPORTATION

REQUEST FOR PROPOSALS (RFP)

CO-DEVELOPMENT, MULTI-MODAL, I-70 MOUNTAIN CORRIDOR PROJECT

PROJECT NO. 18958

JULY 6, 2012

PROPOSALS DUE
AUGUST 15, 2012

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B I-70 Mountain Corridor Project Coordination
C Sample Risk Register
D Scoring Sheet

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1.0 INTRODUCTION

1.1 OVERVIEW

This Request for Proposals (RFP) is issued by the Colorado Department of Transportation (CDOT) to solicit competitive detailed proposals (Proposals) from shortlisted Qualified Parties (referred alternatively in this RFP as proposer or firm) willing to enter into a Co-Development Agreement for the implementation of a program of phased multi-modal infrastructure improvements to the I-70 Mountain Corridor (the Project). The selected Co-Developer will share costs and risks through the project development phases that are necessary to accomplish the procurement and selection of a Public Private Partnership P3 Concessionaire.

1.2 BACKGROUND AND STATUTORY POSITION

On July 15, 2011, PARSONS submitted an unsolicited proposal (USP) to the High Performance Transportation Enterprise (HPTE), a government-owned business and division of CDOT.

Based on the HPTE Project Proposal Guidelines (Guidelines) the Board of the HPTE determined on September 21, 2011, to formally consider and evaluate the USP, finding that it met the criteria of Section 3.2 of the Guidelines. Upon completion of the evaluation, conducted by a team consisting of HPTE and CDOT staff representatives, who consulted with independent consultants and stakeholder representatives, the HPTE and CDOT determined that, as permitted in the Guidelines, a CDOT solicitation of comparable proposals would be appropriate under the circumstances, and would encourage competition, provide transparency and ensure nondiscriminatory treatment of potential Qualified Parties.

The Colorado Transportation Commission adopted a resolution on February 16, 2012 allowing CDOT to use HPTE Project Proposal Guidelines for Public Private Partnership or Co-Development Proposals, including this solicitation process.

Accordingly, CDOT treated the USP as an unsolicited proposal for a public-private initiative under part 12 of article 1, Title 43, Colorado Revised Statutes, and is soliciting comparable proposals as provided in that statute and the HPTE Guidelines.

CDOT began a two-phased process to solicit comparable proposals to the USP and to select a co-development partner for a program of phased multi-modal infrastructure improvements to the I-70 Mountain Corridor.

In the first phase, CDOT issued a Request for Statements of Interest (RFSOI) on March 16, 2012. Statements of Interest (SOI) were submitted on April 23, 2012, and CDOT announced the shortlisted firms on May 4, 2012

In this second phase, CDOT is issuing this Request for Proposals (RFP) to the shortlisted Qualified Parties.

1.3 CONTRACTING PROCESS

CDOT has requested approval from the Federal Highway Administration (FHWA) to use an alternative contracting process on this procurement of co-development services.

CDOT has applied under FHWA's *Special Experimental Project No. 14 – Innovative Contracting (SEP 14)* for a Best Value Selection of P3 Co-Developer. CDOT anticipate FHWA SEP 14 approval in the near future. This procurement will proceed consistent with that approval and will follow the steps outlined below.

Responses to this RFP will be two parts (for RFP content details see section 6.0 and for evaluation criteria see section 7.0):

Part 1 – TECHNICAL PROPOSAL

In Part 1, CDOT will conduct an evaluation to identify the "best qualified" proposers. The evaluation will generally follow CDOT qualifications based selection process outlined in CDOT's Professional Consultant Contracting Manual: A Guide to CDOT's Policies, Procedures, Rules, Regulations and Guidelines, for Professional Service Contracts with Architects, Industrial Hygienists, Engineers, Landscape Architects, and Land Surveyors.

In Part 1 CDOT will evaluate key staff qualifications, proposed technical plan, project and risk management approach, and proposed project financial plan. CDOT will evaluate and rank each proposal and the three "Best Qualified" will be considered further in Part 2. The fourth ranked firm will be eliminated from further consideration.

Part 2 – COST AND RISK SHARING PROPOSAL

Part 2 will describe and evaluate the alternative cost and risk-sharing proposal. This second part will also require the identify and evaluation of an order of magnitude of the overall cost of Co-Developer services by project phase (feasibility, NEPA/preliminary design, procurement of concessionaire). CDOT will open and evaluate Part 2 only for the three "Best Qualified" proposals identified in Part 1.

OVERALL BEST VALUE DETERMINATION

After reviewing Part 1 and Part 2 scoring CDOT, at its sole discretion, will determine the "Overall Best Value" firm based on a determination that firm has provided the Overall Best Value by demonstrating its technical qualifications, its understanding and intent to meet project goals and its demonstrated willingness to substantially share project costs/risks (as proposed in their Part 2 proposal).

CDOT's Overall Best Value determination could be based on a number of factors, including, but not limited to, those presented in the following scenarios:

A clear choice will be presented if a Qualified Party gets a substantially higher score for both Part 1 and Part 2. Part 2 scores could guide the Overall Best Value determination if the Part 1 scores for the three "Best Qualified" are very close (or vice versa). In less clear situations, CDOT will make its Overall Best Value determination based up consideration of the trade offs between Part 1 and Part 2. If a trade off assessment is needed, CDOT will consider Part 1 and Part 2 to be approximately equal in priority in reaching an Overall Best Value determination.

CDOT will document its decision-making rationale in a memorandum to the files for this procurement. This memorandum will be available at the debriefing discussed in Section 2.7.

CDOT will begin negotiations with the Overall Best Value firm. However, if agreement cannot be reached, negotiations will cease and that firm will be eliminated from further consideration, and CDOT may begin negotiations with the next highest ranked Best Value firm on its list.

1.4 AGREEMENT

CDOT intends to enter into an agreement with the selected Qualified Party for co-development services, herein termed a Co-Development Agreement (CDA). The framework for the CDA is included as Exhibit A. This framework will be adjusted to incorporate the essential proposed Project elements and terms of the selected Co-Developer as agreed to by CDOT.

1.5 NEGOTIATIONS

CDOT will negotiate in good faith with the Overall Best Value firm, the selected Co-Developer, for the purpose of determining the scope of services, terms and conditions, and compensation contained in the CDA and within the terms of the RFP.

CDOT's commencement of negotiations with the selected Overall Best Value firm does not require CDOT to accept or include all terms from the selected firm's proposal in the negotiated CDA, including, without limitation, the risk allocation or compensation terms.

If a CDA satisfactory to CDOT cannot be negotiated with the selected Overall Best Value firm, CDOT may proceed with one of the following actions: (a) rejection of all Proposals, (b) issuance of an Amended Request For Proposals to all selected Best Qualified Parties, or (c) eliminate the consideration of the Overall Best Value firm and proceed to the next most highly ranked Best Value firm to attempt to negotiate a CDA.

2.0 SOLICITATION PROCESS

2.1 SOLICITATION SCHEDULE

The following schedule is subject to revision by addenda to this RFP:

Activity	Time Frame/Date
Issue RFP	July 6, 2012
Final date for receipt of RFP Qualified Parties' questions/clarifications	July 20, 2012
CDOT answers/issue addendum (if any)	July 27, 2012
Proposal Due Date	August 15, 2012
Presentation and Oral Interviews	August 30-31, 2012
Notice to selected Qualified Party	September 17, 2012
Contract Award	November 2012

2.2 Rules of Conduct

Jim Bemelen is the CDOT Corridor Manager. As the Corridor Manager Mr. Bemelen is CDOT's sole contact person and addressee for receiving all communications regarding the Project. All inquiries and comments regarding the Project, and the procurement thereof, must be made by e-mail or letter. Only written inquiries will be accepted:

Mail: Jim Bemelen, P.E.
Corridor Manager
Colorado Department of Transportation
Region 1
18500 E. Colfax Ave.
Aurora, CO 80011
E-mail: james.bemelen@dot.state.co.us

During the Project procurement process, commencing with issuance of this RFP and continuing until a selected Overall Best Value firm is announced (or cancellation of the procurement), no employee, member, or agent of any Qualified Party shall have ex parte communications regarding this procurement with any member of CDOT, HPTE, the Federal Highway Administration, their advisors, or any of their contractors or consultants involved with the procurement, except for communications expressly permitted by this RFP. Any Qualified Party engaging in such prohibited communications may be disqualified at the sole discretion of CDOT's Corridor Manager.

2.3 Proposers Questions

Questions and requests for clarification regarding this RFP must be submitted in writing to CDOT's Corridor Manager, as described in Section 2.2. To be considered, all questions and requests must be **received by 10:00 am, Mountain Standard Time**, on **July 20, 2012.**

CDOT reserves the right to revise this RFP following the schedule above before the Proposal due date. Such revisions, if any, will be announced by addenda to this RFP.

CDOT will use the following guidelines when responding to questions and requests for clarification and issuing addenda:

- Questions and requests for clarification will be posted to CDOT's Consultant website at http://www.coloradodot.info/business/consultants/advertised-projects/2012/ as soon as they are received. Submitter's names will not be identified.

- CDOT will answer questions and requests for clarification by posting responses on the Consultant website at http://www.coloradodot.info/business/consultants/advertised-projects/2012. CDOT will send an e-mail notification to the contact person and alternate for every Qualified Party and post on the Consultant website as soon as each addendum or clarification is issued. The notification will include an electronic copy of the addendum or clarification, when possible.

2.4 Oral Presentation/Interview

In addition to the written Part 1 submission (see Section 6.0 Part 1 – Technical Proposal) Qualified Parties will make an oral presentation and participate in a question and answer session at an interview conducted by the evaluation committee. The oral presentation stage of the RFP selection process is designed solely for the benefit of the evaluation committee to assist them in making a Qualified Party selection.

Each Qualified Party should be prepared to answer questions or provide clarification related to its Part 1 Proposal. Each Qualified Party must ensure attendance by Key Personnel (see Section 6.1) it anticipates will provide services under any resulting agreement, and any other personnel identified by CDOT at the time of invitation.

The oral presentation/interview will be 70 minutes in duration. The first 30 minutes is for a presentation by the Qualified Party and the next 40 minutes is for questions and answers. If CDOT has questions specific to each proposal, CDOT may decide to provide questions to one or more of the Qualified Parties in advance, at the time of the invitation.

The interview will be scored based on how well the Qualified Party presents its Proposal as it relates to each Part 1 evaluation criteria and responds to Evaluation Committee questions regarding the same.

At the Oral Presentation/Interview Qualified Parties will not be permitted to discuss the scope or specific content of their Part 2 Cost and Risk Sharing Proposal. Any such discussion could result in immediate disqualification.

During CDOT's evaluation of each Qualified Party's Part 2 submission, CDOT reserves the right to request clarification(s) on any aspect of the Part 2 Cost and Risk Sharing Proposal.

2.5 REJECTION OF PROPOSALS

Pursuant to Procurement Rule 24-103-301, the State of Colorado reserves the right to reject any or all Proposals received in response to this RFP, or to cancel this RFP if it is in the best interest of the State to do so. Failure to furnish all information or to follow the proposal format, requested in this RFP may disqualify the proposal.

In the event that award is not made to any Qualified Party, or the CDOT Agreements Branch cancels the RFP solicitation, all received Proposals will remain confidential and not open for public inspection. The purpose for this condition is to prevent any future potential Qualified Party from reviewing other Qualified Party Proposals and thereby gain any unfair advantage in submitting future Proposals.

If the RFP is cancelled before the submittal due date all received Proposals will be returned unopened to the appropriate Qualified Party with a notice of cancellation letter.

2.6 NOTIFICATION OF SELECTION

After an Overall Best Value firm is selected, a notification will be sent to all who submitted a Proposal. After the notification has been issued, interested parties may request a debriefing on the selection from:

Jill Sweeney, Contracting Officer
Agreements Program
Colorado Department of Transportation
4201 E. Arkansas Ave., 4th Floor – Central
Denver, Colorado 80222

2.7 RIGHTS, DISCLAIMERS, AND OTHER CONSIDERATIONS

CDOT reserves the right, in its sole discretion, to cancel this RFP, issue a new RFP or issue addenda, reject any or all Proposals, seek or obtain data from any source that has the potential to improve the understanding and evaluation of the responses to this RFP, seek and receive clarifications to a Proposal and waive any deficiencies, irregularities, or technicalities in considering and evaluating the Proposals.

This RFP does not commit CDOT to enter into an agreement or proceed with the procurement for the Project. Except as noted in Section 2.9 Stipends, CDOT assumes no obligations, responsibilities and liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred by the parties responding to this RFP. All such costs shall be borne solely by each Qualified Party.

Consistent with CDOT/HPTE policy, in the event that following the RFP an award is made for the Project to a Qualified Party other than PARSONS, CDOT will require that

the successful Qualified Party pay the HPTE/CDOT an amount sufficient to reimburse PARSONS for actual costs incurred to consider and evaluate the USP.

As of the issuance of this RFP, PARSONS has reimbursed CDOT/HPTE $30,000 for consultant evaluations of PARSONS' USP.

2.8 STIPENDS

CDOT will pay a mandatory $125,000 stipend to each shortlisted Qualified Party that provides a responsive but unsuccessful Proposal. The stipend is not intended to compensate preapproved shortlisted Qualified Parties for costs incurred in Proposal preparation.

In consideration for paying the stipend, and upon the payment of the stipend, all unsuccessful Proposal will become the property of CDOT and CDOT may use any ideas or information contained in the Proposals (both Part 1 and Part 2), including materials designated as proprietary and confidential, in connection with any agreement awarded for the Project, or in connection with a subsequent procurement, without any obligation to pay any additional compensation to the unsuccessful shortlisted Qualified Party. Any new information submitted during negotiations, which was not included in Part 2 of the proposal, will be returned to proposer if negotiations fail.

If the RFP is cancelled after the Proposal Due Date, the $125,000 stipend will be paid to each shortlisted Qualified Party that submitted a responsive Proposal. Per Section 2.6 above, if the RFP is cancelled prior to the Proposal Due Date, no stipend will be paid and received Proposals will be returned unopened to the appropriate Qualified Party. If the RFP is cancelled prior to the Proposal Due Date, Qualified Parties shall bear all costs and shall receive no compensation from CDOT.

3.0 THE PROJECT

3.1 PROJECT GOALS

CDOT has established the following goals for the Project; the Project should:

	Goal	Priority
1	Expeditiously deliver a long-term, multi-modal solution to the congestion and mobility issues on the I-70 Mountain Corridor that (i) is generally consistent with the I-70 Mountain Corridor Record of Decision and Final PEIS and the Corridor Core Values, that (ii) integrates the I-70 Twin Tunnel Project and (iii) includes a significant transit element.	HIGHEST

	Goal	Priority
2	Recognizing the limited availability of transportation funds for the Project, partner successfully with the private sector to provide an innovative delivery solution with minimal need for financial support from state and federal sources.	HIGH
3	Maximize risk sharing and cost sharing with the private sector in the development, construction, operation and maintenance of the Project.	HIGH
4	Coordinate and minimize inconvenience to the travelling public and corridor communities, and maximize safety of workers and road users and provides access for emergency services.	IMPORTANT
5	Maximize opportunities for local workers, businesses, and communities in the Project.	IMPORTANT

3.2 Project Definition

The following elements are collectively referred to as the Base Case Scope of Work (Base Case) in this RFP. CDOT is interested in determining, at an early stage, the economic feasibility of the Base Case.

- The specific improvements and other highway improvements included in the Minimum Program of Improvements described in the Preferred Alternative of the ROD
- The additional elements included in the Maximum Program of Improvements described in the Preferred Alternative of the ROD, subject to the review and consideration of triggers pursuant to the Adaptive Management Approach required by the ROD.
- The phased implementation of an Advanced Guideway System (AGS) as provided in the ROD and integrating CDOT's AGS Feasibility Study outcomes when complete
- New bores at the EJMT and Twin Tunnels (integrating with the I-70 Twin Tunnel Project in Exhibit 3)

CDOT is also interested in determining to what extent variations of the Base Case, generally consistent with the ROD, may be better able to meet the Project Goals. Such

modifications might include other approaches that generate revenues that will support meeting the Project Goals that are consistent with applicable state and federal law. The proposed Co-Developer would have to be cognitive that these approaches would require the Adaptive Management Approach per the ROD.

3.3 COORDINATION WITH TRANSIT STUDIES

It is critically important that work performed under this co-development project be closely coordinated with the on-going AGS Study and Interregional Connectivity Study (ICS). It is expected that data and analysis inputs and outputs will be shared regularly. It is equally important that decision(s) on co-development and AGS feasibility/viability be carefully coordinated so that decisions on them can be made at the same time.

For a more detailed discussion of coordination of corridor mobility studies see Exhibit B I-70 Mountain Corridor Project Coordination.

Until a coordinated feasibility/viability decision(s) is made (contemplated in October 2013) CDOT intends to limit work on this Co-Development Agreement (Phase I) to:

- Design refinement necessary to permit a reasonable cost estimate of the Project Plan
- Level 2 Traffic & Revenue Studies for the Co-Developers proposal, and perhaps other alternatives that CDOT decides to test
- A detailed Risk Assessment
- Identification of a strategy for obtaining needed NEPA clearances

NEPA studies and analysis will not be done in parallel with the activities outlined above.

Working through the Collaborative Effort process, CDOT sees the following likely potential coordinated decision scenarios and outcomes:

1. AGS deemed not feasible/viable by 2025 – the co-development plan for I-70 will be further developed, move through necessary NEPA approval steps (Phase II), and those steps necessary to secure a P3 Concessionaire or a viable plan of finance (Phase III).
2. AGS deemed feasible/viable by 2025 – work on co-development plan would be limited to the minimum program of “specific” and “other” highway improvements and non-infrastructure improvements, and CDOT would move AGS through the steps noted in 1) above.

If the second scenario is the path chosen CDOT will, at its sole discretion, consider negotiating with the Co-Developer to revise the scope of services to advance the AGS plan.

3.4 APPROACH TO CO-DEVELOPMENT SERVICES

The Co-Development Services are expected to include the following major outcomes:

- A delivery and financing approach that optimizes the potential for private investment to accomplish the Project Goals.
- Validation, development, and delivery of the Project in stages/phases and in a manner that permits CDOT to withdraw (or decline an option to proceed) without further obligation at specified points throughout the various stages of the Project's co-development
- An initial Level 2 Traffic and Revenue Analysis of, and financial plan for, the Project, demonstrating the economic feasibility of the concept(s) proposed.
- A Tier 2 process for NEPA clearances and stakeholder input utilizing the CSS process http://cdot.i70css.webfactional.com/cdot
- A collaborative program management relationship between CDOT and a Co-Developer, with significant cost and risk sharing features, leading to a full P3 concession procurement process.

CDOT intends that the selected Qualified Party and its principal sub-consultant team members will at all times be the Co-Developer solely with CDOT and therefore will be prohibited from becoming the P3 concessionaire or be part of a P3 concession consortium or team, or provide services to the concessionaire related to the development and implementation of the P3 project, consistent with 23CFR636.116.

In its agreement with the Co-developer, CDOT will reserve the right, in its sole discretion, to exercise an option to continue the services of the Co-developer in a program management oversight and/or construction management role during the P3 design, construction and commissioning phases of the Project. If CDOT elects to exercise this option, the Co-Developer must meet applicable prequalification and other legal requirements. The scope and pricing of such services will be negotiated at the time CDOT exercises this option. Each Qualified Party should in its Part 2 proposal identify its proposed approach and scope of services for any offered construction and other project management services. However, in proposing its cost/risk sharing arrangements pursuant to Section 6.5, the Qualified Party should include options without performing such services to CDOT in support of a potential P3 project.

4.0 REQUIREMENTS FOR PROPOSAL SUBMISSION

4.1 PROPOSAL DUE DATE, TIME, AND LOCATION

All Proposals must be received at the CDOT submittal address no later than 12:00 pm (midday) Mountain Standard Time on the Proposal Due Date of August 15, 2012. The

front cover of the Proposal must be clearly marked with the Project name, Qualified Party's name, and date of submittal, marked "Confidential" and enclosed in one or more sealed containers. Late submittals will not be considered, consistent with State law requirements. Where multiple containers are used by a Qualified Party to submit a Proposal, the Proposer shall label each container "Package # of ##" where # denotes the number of the container, and ## denotes the total number of containers being submitted by the Qualified Party.

Part I Technical Proposals must be submitted in a separate container(s) from Part II Cost and Risk Sharing Proposals and labeled accordingly.

4.2 Submittal Address

Submit eight (8) copies of the Proposal no later than 12:00 noon local time, Monday August 6, 2012. To:

Jill Sweeney, Contracting Officer
Agreements Program
Colorado Department of Transportation
4201 E. Arkansas Ave., 4th Floor – Central
Denver, Colorado 80222

4.3 Format, Page Limit, and Quantities

The Part 1 -Technical Proposal must not exceed 50 single-sided pages. A separately bound Part 1 Technical Appendix, not to exceed 15 additional pages, will be permitted to present Part 1 back-up information. The Part 2 – Cost and Risk Sharing Proposal must not exceed 15 single-sided pages. These page limits include the "Title Page" and "Table of Contents" but do not include the cover letter, forms, addenda, section dividers and required appendices/exhibits. Except for charts, exhibits, and other illustrative and graphical information, all information must be printed on 8.5" by 11" paper.

Charts, exhibits, and other illustrative and graphical information may be on 11" by 17" paper but must be folded to 8.5" by 11", which will be counted as one sheet.

All printing, except for the front cover of the Proposal must be Times New Roman, 12-point font. A different font (10-point minimum size) may be used on diagrams, organizational and other charts. All dimensional information must be shown in English units. The front cover of each Proposal must be labeled with "I-70 Mountain Corridor Project" and "REQUEST FOR PROPOSALS" along with the date of submittal. Part 1 and Part 2 must be submitted in separate sealed envelopes.

4.4 Cover Letter

Provide a cover letter (no more than two pages) indicating the desire to be considered for the Project and stating the official names and roles of all major Participants. The Qualified Party shall identify a single point of contact for the team and the address,

telephone and fax numbers and email address, where questions should be directed. Authorized representative(s) of the Qualified Party's organization shall sign the letter. If the Qualified Party is not yet a legal entity or is a joint venture or general partnership, authorized representatives of all Major Participants shall sign the letter.

A completed Form B, attached to the Cover Letter, should acknowledge receipt of the RFP and any addenda and/or responses to questions issued by CDOT.

5.0 DESIGN STANDARDS

In preparing their Proposal, Qualified Parties must ensure that their plans for all highway and transit related highway facilities are or will be developed, as applicable, in accordance with the following standards:

General Highway:

- CDOT Project Development Manual, July 2001
- AASHTO – A Policy on Geometric Design of Highways, 6th Addition
- CDOT Standard Specifications
- CDOT Bridge Design Manual

Project Specific Highway:

- I-70 Mountain Corridor Design Criteria for Engineering http://i70mtncorridorcss.com/design/design-criteria
- I-70 Mountain Corridor Aesthetic Guidelines http://i70mtncorridorcss.com/design/i-70-mountain-corridor-aesthetic-guidance
- I-70 Mountain Corridor Areas of Special Attention http://i70mtncorridorcss.com/design/areas

Transit:

- AREMA Manual for Railway Engineering – 2012 ed. or similar for non-rail AGS technologies
- AREMA Communication & Signals Manual
- USDOT Standards for High Speed Rail Design

- TCRP Report 90, Volume 2: Bus Rapid Transit Implementation Guidelines, 2003
- TCRP Report 118, Bus Rapid Transit Practitioner's Guide, 2007

6.0 PROPOSAL CONTENT

PART 1 – TECHNICAL PROPOSAL

6.1 QUALIFICATIONS OF KEY PERSONNEL

Identify key project leaders (Key Personnel) and their direct and relevant P3 or other relevant multi-modal corridor development experience, I-70 corridor, and innovative contracting experience in the following areas:

- Highway and Tunneling design, construction, maintenance and operations
- Transit design and operations
- Traffic and Revenue and sensitivity analyses
- EIS development and clearances
- Tolling and market penetration strategies
- Stakeholder outreach and consensus building
- Financial master-plan development – alternate financing options
- P3 Concession procurement

Provide at least three (3) examples of the development of P3 projects, corridor, and innovative contracting experience that included Qualified Party Key Personnel in a leading role. This information should include relevant licensing and registrations, years of experience performing similar work, and titles, roles, and responsibilities for projects cited. Provide Key Personnel on the Resume Form (Form A).

Provide an Organization Chart (11x17 allowed) that identifies Key Personnel for each of the required discipline areas, their proposed titles and roles in the Project and how these key staff will interact with each other and with CDOT as part of the management structure.

6.2 PROJECT TECHNICAL PLAN – HIGHWAY AND TRANSIT

6.2.1 PROJECT PLAN COMPONENTS

Describe in scoping level detail the highway, tunnel, and transit components of the proposed improvements (Project Plan). Include discussion and illustrations related to:

Highway & Tunnel

- Text, typical cross sections, renderings, and other graphics that describe and show the relationship between existing and proposed new roadway, bridge, and tunnel elements

- Scoping level (10%) horizontal and vertical alignment data sufficient to understanding the Project Plan layout, right-of-way impacts, any major railroad and utility impacts, and the need for design variances.

- Compatibility of the highway portion of the Project Plan with the Base Case (see Section 3.2). If the highway portion of the Project Plan includes variations of the Base Case, explain how these variations may be better able to meet the Project Goals (see Section 3.1) and how these variations are generally consistent with the ROD. Also describe how the Tier 1 PEIS and ROD would be updated to incorporate these variations, if necessary.

- Compatibility with planned Twin Tunnels improvements

- Proposed phasing/scheduling, and proposed construction delivery method(s), including any proposed early action projects

- Scoping level estimate of the total project cost (design, construction, administration of procurement and concessionaire contract and construction management) for the improvements recommended in the Project Plan, by phase/year.

- Describe managed lane toll collection facilities/systems envisioned

- Estimated annual operation, maintenance, and capital replacement costs for each stage of development.

- Highlight critical design and construction roadway, tunnel, or interchange challenges, including those specifically related to recommended design speed for highway improvements (55 mph vs. 65 mph)

- Identify ITS management concepts for the Project Plan, and describe how impacts to the existing ITS system will be mitigated during construction

- Describe traffic maintenance and control strategies during construction

- Describe strategies for maintaining critical emergency response during construction and describe how these emergency services are not compromised, or can be enhanced, with the Project Plan

- Describe compatibility of proposed Project Plan with AGS and other future project improvements

- Describe public information/outreach strategies during construction
- Identify other improvements to facilities on or adjacent to the Corridor

Transit – bus (if proposed) – provide similar information for other transit strategies

- Text, typical cross sections, renderings, and other graphics that describe and show new bus transit facilities and bus transit support facilities (park & ride, pedestrian access, etc.)
- If bus transit operates in managed lanes describe operational strategy, identify station locations/configurations, and indicate the proposed access scheme from and into the managed lanes
- Describe strategy for coordination with local transit
- Outline an operating and governance concept
- Identify revenue source to fund bus transit components
- Identify bus transit performance expectations/goals (on-time, fare recovery, etc.)
- Describe the relationship between road tolls and transit fares as related to project financial goals and a strategy for incentivizing transit
- Describe ridership triggers for higher levels of bus transit service
- Identify scoping level capital, operational, maintenance costs
- Describe compatibility of the bus transit portion of the Project Plan with the Base Case (see Section 3.2). If the bus transit portion of the Project Plan includes variations of the Base Case, explain how these variations may be better able to meet the Project Goals (see Section 3.1) and how these variations are generally consistent with the ROD. Also describe how the Tier 1 PEIS and ROD would be updated to incorporate these variations, if necessary.

6.2.2 TIER 2 NEPA

Describe in detail plans for Tier 2 clearances and Section 4(f) evaluations that are necessary to allow for the construction of the Project Plan. These plans should address:

- Collaborative Effort and other consensus building strategies consistent with Context Sensitive Solution principles adopted for the Corridor

- If applicable, planned studies to support the adaptive management approach for adding capacity beyond the minimum program of improvements identified in the ROD.
- Highlight any Tier 2 clearances for minor improvements involving Environmental Assessments or categorical exclusions (Cat-ex)
- Plan and timeline for other Tier 2 clearances necessary to implement the Project Plan
- Scope of environmental technical studies needed to support the Tier 2 clearances
- Necessary Permits and other environmental approvals (Federal, State, and Local)
- Proposed communication and outreach strategy/plan to engage the general public during all phases of project development

6.2.3 IMPLEMENTATION SCHEDULE

Provide a detailed development and delivery schedule that includes project development activities, the various design and construction phases, and P3 procurement activities.

6.3 PROJECT AND RISK MANAGEMENT APPROACH

6.3.1 CO-DEVELOPMENT MANAGEMENT RELATIONSHIP

A CDOT high priority goal is to partner successfully with the private sector to provide an innovative delivery solution with minimal need for financial support from state and federal sources. CDOT anticipates forming a collaborative risk-sharing management relationship with the Co-Developer through the project development and procurement phases. As part of this relationship explain how key co-development staff in each discipline area identified in the organization chart will coordinate and collaborate with CDOT staff to manage each of the proposed development phases of the Project.

6.3.2 PROJECT BUDGET MANAGEMENT

Provide a summary of proposed budget controls including budget tracking and reporting systems, and how the Co-Developer will interact with CDOT to manage the Project development budget.

6.3.3 PROJECT PHASING, SEQUENCING AND SCHEDULING

Provide a plan (master schedule or WBS) for the proposed Project development scope including an integrated flow chart or logic diagram of Co-Development Project phases that highlights major milestones and go/no-go decision points. The plan should show the

duration, sequence, and interrelationship of major activities and include required actions or input from CDOT or other external stakeholders to support the plan. Explain reporting requirements and how the proposed plan will be maintained to meet major milestones and decision points.

6.3.4 RISK MANAGEMENT

As part of the co-development management relationship with CDOT, the Co-Developer will be expected to work with CDOT to identify and assess risks, and develop strategies to manage or mitigate them during the Project.

The Request for Statements of Interest (RFSOI) asked that Proposers demonstrate an understanding of risks that could impact the successful delivery of the Project. Several of the significant common risk issues identified in Qualified Party RFSOI responses have been listed in a partial Sample Risk Register shown in Exhibit C for the Proposers consideration. Proposers should refine the risk descriptions, add risks or risk categories as appropriate, and include potential positive opportunities to each category. Proposers shall include a more detailed description of each risk, using a separate line for each, and if appropriate add risks to each category. Qualified Parties should include the consequence of the risk to the Project in the appropriate column, for example a consequence may be additional cost, delay to the Project, or a no-go decision. Include potential positive opportunities as well as negative consequences.

To allow for a more complete understanding of appropriate risk allocation and whether CDOT, Co-Developer, or P3 Concessionaire would best manage the risk, assign the risk to the appropriate partner (CDOT, Co-Developer or P3 Concessionaire) in the column provided.

Assign a relative estimate of the probability and impact (severity) of each risk, using a 5-point scale (1-5) in each case. Scores will be combined (multiplied) to determine significance and priority of each risk. For example, the most significant risks could have a combined maximum score of 25 and least significant a minimum score of 1.

Complete the last column of the risk register by recommending a proposed strategy to manage or mitigate the risk. For the proposed mitigation strategy, briefly explain how the mitigation strategy would best support the Project Goals.

6.4 PROJECT FINANCIAL PLAN

6.4.1 TRAFFIC AND REVENUE STUDIES

For managed lane and tunnel toll components of the Project Plan, the Qualified Party should present sketch level traffic and revenue estimates for 50 years of operation as part of its proposal. The sketch T&R should include, at a minimum, the assumptions and analysis for:

- Traffic characteristics and historical trends. What are the traffic patterns throughout the relevant time periods?
- Treatment of seasonal factors in the forecast. What are the seasonal factors employed and what is the basis for the assumptions?
- Segmentation of demand. How does the analysis define and treat peak and off-peak periods? What segmentation, if any, is done by type of user?
- Demand growth rate. What are the sources and assumptions for traffic growth rates throughout the forecast period?
- Toll rate setting. Are the toll rates to be set as fixed, variable or dynamic toll rates and the relationship, if any, between the managed lanes and the tunnel toll rates? What is the basis for toll rate levels by vehicle type? What are the real toll rate growth rates assumptions?
- Description of sketch level modeling methodology.
- Time saving and toll diversion assumptions. What are the time-savings assumptions for the utilized time periods and the capture and diversion rates? What are the assumed values of time by type of vehicle?
- Truck percentage assumptions. What is the percentage of truck traffic in each segment and how is it assumed to vary over time?
- Reduction factor assumptions. What are the ramp up and revenue collection assumptions and their sources?
- Description of how a transit element is represented. What is the relationship between highway tolls and bus/transit fares as related to project financial goals and a strategy for incentivizing transit?

6.4.2 APPROACH TO CO-DEVELOPMENT LEVEL 2 TRAFFIC AND REVENUE STUDY

The Qualified Party shall include in its proposal an explanation on the forecast methodology proposed for the Level 2 traffic and revenue study. The description should include as a minimum:

- Areas that based on the sketch level analysis findings, merit special attention in the Level 2 study and the proposed steps to address them.
- Proposed tasks and schedule for the Level 2 study including milestones and study deliverables.

- Preliminary data collection plan and the proposed handling of seasonal traffic.
- Proposed socioeconomic analysis.
- Preliminary market segmentation.
- Travel demand model development strategy.
- Preliminary method to identify willingness to pay by market segment and user type.
- Description of the proposed toll diversion methodology.
- Description of alternatives that may be analyzed in addition to the Base Case.
- Descriptions of sensitivity tests that may be conducted.
- Bus/transit level of service

6.4.3 SKETCH FEASIBILITY ANALYSIS

The Qualified Party should present a sketch feasibility analysis utilizing sketch traffic and revenue projections and sketch capital, operating and maintenance cost estimates for 50 years of operation as well as an estimate of capital replacement expenses as part of its proposal. The sketch feasibility analysis should include, at a minimum, the assumptions and analysis conducted for:

- Toll collection costs. What are the per-transaction cost assumptions and their source?
- Highway maintenance costs. What are the maintenance costs for the managed lane(s) and the tunnels?
- Potential ancillary sources of revenue. What, if any, other sources of revenue may be available to the Project? What are the assumptions for projection of these revenues?
- Project delivery schedule. What are the assumed construction period(s) by phase and its implications for beginning of toll collection?
- Bus/transit operating and maintenance costs

6.4.4 HIGHWAY TOLLING STRATEGIES

For each managed lane or other toll component of the Project Plan describe the toll strategy reflected in the Traffic and Revenue Study and how it balances revenue maximization and facility utilization with the goal of improving the Project's feasibility. How does the toll strategy recognize that I-70 Mountain Corridor users are a complex road user community of local residents, commuters, recreational users, and visitors to Colorado? Does the toll strategy recognize categories of managed lane users and is it established based on customer type to enhance utilization to the fullest extent? Does the toll strategy depend on such factors as peak hours, weekend utilization, and variable rates to ensure congestion free travel?

6.4.5 OPTIONS FOR PRIVATE INVESTMENT AND DEBT SOURCES

Identify anticipated opportunities for all reasonable equity financing and debt financing through TIFIA, Commercial Debt, and Private Activity Bonds or other innovative and viable sources to support implementation of the Project Plan through a P3 Concession. Demonstrate an understanding of the requirements to obtain these potential investment and debt sources, and the legal restrictions or limitations (state law and constitution) that affect the use of these sources. Indicate how and when decisions will be made on the realistic viability of all potential funding sources.

6.4.6 FINANCIAL PLAN ELEMENTS

Outline the elements of a financial plan that demonstrates the overall viability of option(s) for the P3 procurement going forward, or through a public financing plan, based on revenue projections, and the investment and/or debt opportunities needed to advance the Project while minimizing the financial demands to CDOT. This Plan should not include the Co-Development level of magnitude costs that are only to be provided and evaluated in Phase 2 of the proposal.

6.4.7 STRATEGY FOR OBTAINING P3 CONCESSIONAIRE

Recommend a strategy to educate and attract potential P3 Concessionaires. Outline a strategy for obtaining a P3 Concessionaire and the best-value procurement steps recommended for selecting the most qualified P3 Concessionaire. Outline the remaining steps necessary to achieve financial close. Identify expectations for P3 Concessionaire up-front payment, revenue sharing, and/or any opportunities for excess revenue. Identify methodology for determining whether to proceed to a concessionaire contract or to a public financing plan that can be funded at the end of the co-development process.

PART 2 – COST AND RISK SHARING PROPOPSAL

6.5 COST AND RISK SHARING STRATEGIES

Identify and propose cost and risk sharing strategies to minimize the CDOT financial resources needed to advance each of the various Co-Development Project phases,

(feasibility studies, NEPA/preliminary design, and procurement of concessionaire). Identify where project development costs will be at risk at various decision points if an off ramp is taken and/or if the Project is not deemed viable. Identify how and when any deferred or at risk costs will be recouped.

6.6 Cost of Services

Provide an order of magnitude estimate of the cost to provide services for each of the major Co-Development phases of the project, (feasibility studies, NEPA/preliminary design, and procurement of concessionaire). Indicate what, if any, resources the Co-Developers assume will be provided by CDOT.

7.0 EVALUATION CRITERIA

7.1 Evaluation of Part 1 Technical Proposal

The Part 1 evaluation requires that the Proposal be assessed a qualitative rating from Excellent to Poor for the categories listed in Table 2 Scoring Allocations.

The Excellent to Poor ratings are based upon evaluating the sub-criteria elements listed on the Scoring Sheet for each evaluation category. Also, the maximum score available is identified for each evaluation category. Evaluators will rate each evaluation category in terms of a percent of maximum score and multiply the percent of maximum score by the maximum available score for each category.

The five adjectival ratings available to each Evaluator are defined below in Table 1. The description establishes the basis by which an adjectival rating is assigned. Also, a range of percent of maximum score is defined for each adjectival rating.

Table 1 - Adjectival Evaluation and Scoring Guide

Adjective	Description	Percent of Max. Score
Excellent (E)	Proposal supports an **extremely strong expectation of successful Project performance** if ultimately selected as the Co-Developer. Proposal indicates significant strengths and/or a number of minor strengths and no weaknesses. Qualified Party provides a consistently outstanding level of quality.	100 - 90 %
Very Good (VG)	Proposal indicates significant strengths and/or a number of minor strengths and no significant weaknesses. Minor weaknesses are offset by strengths. There exists a **small possibility** that, if ultimately selected, the minor weaknesses could **slightly affect** successful Project performance adversely.	89 - 75 %
Good (G)	Proposal indicates significant strengths and/or a number of minor strengths. Minor and significant weaknesses exist that could detract from strengths. While the weaknesses could be improved, minimized, or corrected, it is **possible** that if ultimately selected, the weaknesses **could adversely affect** successful Project performance.	74 - 51 %
Fair (F)	Proposal indicates weaknesses, significant and minor, which are not offset by significant strengths. No significant strengths and few minor strengths exist. It is **probable** that if ultimately selected, the weaknesses **would adversely affect** successful Project performance.	50 - 25 %
Poor (P)	Proposal indicates existence of significant weaknesses and/or minor weaknesses and no strengths. Proposal indicates a **strong expectation** that successful performance **could not be achieved** if Qualified Party were selected.	24 - 0 %

Strengths and Weaknesses are defined as follows:

- *Strengths* – That part of the Proposal that ultimately represents a benefit to the Project and is expected to increase the Qualified Party's ability to meet or exceed the Project Goals. A minor strength has a **slight positive influence** on the Qualified Party's ability to meet or exceed the Project's Goals while a significant strength has a **considerable positive** influence on the Qualified Party's ability to meet or exceed the Project's Goals.

- *Weaknesses* – That part of a Proposal that detracts from the Qualified Party's ability to meet the Project's Goals or may result in inefficient or ineffective performance. A minor weakness has a slight negative influence on the Qualified Party's ability to meet the Project Goals while a significant weakness has a considerable negative influence on the Qualified Party's ability to meet the Project's Goals.

Table 2 identifies the maximum available score for each evaluation criterion.

Table 2 - Scoring Allocations

Evaluation Criteria	Maximum Score
Qualifications of Key staff	**15**
Project Technical Plan	**25**
Project and Risk Management Approach	**15**
Project Financial Plan	**25**
Interview	**20**
TOTAL	**100**

7.2 Evaluation of Part 2 – Cost and Risk Sharing Proposal

The evaluation criteria for Part 2 will be based on cost and risk sharing. The evaluation of the Cost and Risk Sharing Proposal will establish an overall subjective score in one of the following ranges using the requirements established in sections 6.5 and 6.6:

Adjective	Description	Score Range
Excellent	Cost/risk sharing greatly minimizes the CDOT resources needed to advance the Project. A strong financial motivation for success is established and substantial costs are at risk if off ramps are used or the Project is not deemed viable. Costing of services reflects high confidence in approach and efficient use of resources.	90-100
Very Good	Cost/risk sharing minimizes the CDOT resources needed to advance the Project. A reasonable financial motivation for success is established and reasonable costs are at risk if project is not deemed viable. Costing of services reflects confidence in approach and good use of resources.	80-90
Good	Cost/risk sharing marginally reduces the CDOT resources needed to advance the Project. A minimal financial motivation for success is established and minimal costs are at risk if project is not deemed viable. Costing of services reflects adequate confidence in approach and use of resources.	70-80

8.0 SMALL AND DISADVANTAGED BUSINESS ENTERPRISES

8.1 DISADVANTAGED BUSINESS ENTERPRISE PROGRAM

All Qualified Parties are required to provide Colorado Disadvantaged Business Enterprises (DBEs) the opportunity to compete fairly for contracting opportunities on this project. Qualified Parties shall not discriminate on the basis of race, color, national origin, or sex and shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of the contract.

In accordance with 49 CFR Part 26 and the CDOT DBE Program Plan, CDOT will establish a goal for DBE participation on the contract. The goal will be based upon subcontracting opportunities within the contract and ready, willing and able DBEs to perform such work. A Qualified Party will not be eligible for contract award unless such Qualified Party demonstrates good faith efforts to meet the goal.

CDOT encourages the Qualified Parties to consider opportunities for DBEs at this preliminary stage. A list of current DBEs and their certified work areas can be found on the Colorado UCP DBE Directory at http://www.coloradodbe.org/.

A DBE goal of 13% has been established for this agreement.

9.0 PROTESTS

Any protests regarding the RFP shall be hand delivered to the Corridor Manager identified in Section 2.2 within 7 working days after the Qualified Party knows or should have known of the facts giving rise to the basis for the protest. The Qualified Party is responsible for obtaining proof of delivery.

No hearing will be held on the protest, but the CDOT Chief Engineer or his/her designee shall decide it on the basis of the written submissions. Any additional information regarding the protest should be submitted within the time period requested in order to expedite resolution of the protest. If any party fails to comply expeditiously with any request for information by the CDOT Chief Engineer or his/her designee, the protest may be resolved without such information.

The CDOT Chief Engineer or his/her designee will issue a written decision regarding the protest within seven (7) working days after the protest is filed. The decision shall be based on and limited to a review of the issues raised by the aggrieved Qualified Party and shall set forth each factor taken into account in reaching the decision. The CDOT Chief Engineer's decision is final and the protestor has no right of appeal. No stay of procurement will become effective.

10.0 CONFLICT OF INTEREST

Qualified Parties' attention is directed to 23 CFR Section 636 Subpart A, and in particular to Subsection 636.116 regarding organizational conflicts of interest. Subsection 636.103 defines "organizational conflict of interest" as follows:

> *Organizational conflict of interest means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the owner, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.*

All Qualified Parties are prohibited from receiving any advice or discussing any aspect relating to the Project or the procurement of the Project with any person or entity with an organizational conflict of interest, including companies with significant involvement on CDOT's Advanced Guideway System (AGS) Feasibility Study procurement including, but not limited to, Jacobs Engineering Group, Inc., Typsa USA, LLC, and Aztec Engineering Group, Inc. Such persons and entities are prohibited from participating in any Qualified Party organization relating to the Project.

All Qualified Parties, except for PARSONS, are prohibited from receiving any advice or discussing any aspect relating to the Project with any person or entity that assisted PARSONS in developing or presenting the USP to CDOT and HPTE or assisted CDOT and HPTE in evaluating PARSONS USP. These persons or entities include, but are not limited to the following: KPMG, LLP; Kaplan, Kirsch, Rockwell)

By submitting a Proposal, the Qualified Party agrees that if, after award, an organizational conflict of interest is discovered, the Qualified Party must make an immediate and full written disclosure to CDOT that includes a description of the action the Qualified Party has taken or proposes to take to avoid or mitigate such conflicts. If a Qualified Party was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to CDOT, CDOT may disqualify Qualified Party or, if a contract has been entered into, terminate the contract for default.

CDOT will allow subcontractors to belong to more than one Qualified Party organization or team.

EXHIBIT A

CO-DEVELOPMENT AGREEMENT FRAMEWORK

The following is an outline of anticipated Co-Development Agreement (CDA) services (see Section 3.3 – Coordination with Transit Studies for work staging requirements)

1. PROJECT FEASIBILITY ANALYSIS

A. Technical Analysis
- Develop conceptual level highway & transit designs
- Develop detailed Project & P3 schedules
- Identify recommended construction phasing
- Develop management (CDOT and Co-Developer) cost estimates
- Develop design and construction cost estimates
- Develop annual operation, maintenance, and capital replacement cost estimates for the duration of the concession period
- Build consensus for Project Plan through the I-70 Collaborative Effort
- Adhere to I-70 Mountain Corridor Context Sensitive Solution guidance and its decision making process throughout all life cycle phases. This includes consistency with the commitments of the Stream and Wetland Ecological Enhancement Program (SWEEP), A Landscape Level Inventory of Valued Ecosystem Components (ALIVE) Memoranda of Understanding, and the Section 106 Programmatic Agreement
- Analyze need to modify any Tier 1 approvals
- Develop Tier 2 clearance plan

B. Financial Analysis
- Perform Level 2 Traffic & Revenue Analysis
- Evaluate managed lane toll strategies
- Perform financial feasibility analysis
- Recommend best financial structure

2. ENVIRONMENTAL REVIEW & PERMITTING

A. Further Technical Analyses
- Further highway, bridge and transit design to support environmental analysis and refined cost estimates
- Value Engineering and constructability analysis
- Refined cost estimates
- Utility analysis
- ROW needs assessment

B. Tier 2 EIS/Permitting

- Develop Project specific Purpose and Need
- Develop evaluation criteria
- Consider and evaluate Alternatives
- Disclose impacts and commit to specific mitigation measures
- Consideration of avoidance and minimization of harm to potential Section 4(f) resources and approval of Section 4(f) uses
- Determination of least environmentally damaging preferred alternative (with regard to wetlands and waters of the United States per Section 404 of the Clean Water Act)
- Public involvement
- Identification and selection of a Preferred Alternative

3. DESIGN, BUILD, FINANCE, OPERATE AND MAINTAIN (DBFOM) P3 PROCUREMENT STRATEGY AND PROCESS

A. Develop Procurement Schedule

- Manage Industry Outreach

B. Develop DBFOM Procurement Documents

- Develop RFQ
- Draft RFP & Industry Review
- Final RFP

C. Financial Close Models

POSSIBLE ADDITIONAL SERVICES

1. **PROGRAM MANAGEMENT ASSISTANCE**
2. **DESIGN OVERSIGHT ASSISTANCE**
3. **CONSTRUCTION MANAGEMENT ASSISTANCE**

EXHIBIT B

I-70 Mountain Corridor Project Coordination

Advanced Guideway System Feasibility Study
Interregional Connectivity Study
I-70 Co-Development

Following on the successful conclusion of the *I-70 Mountain Corridor Record of Decision (ROD) and Final Programmatic Environmental Impact Statement (FPEIS),* the Colorado Department of Transportation has embarked on three parallel efforts. The three efforts are closely coordinated to advance topics identified in the ROD and FPEIS.

The Advanced Guideway System Feasibility Study (AGS) will focus on high-speed transit alignment, technology, and funding/financing between Eagle County Airport and Jefferson County/C-470. With significant transit industry input, and following the I-70 Context Sensitive Solutions (CSS), the study will reach a determination of feasibility on the implementation of a high-speed transit system.

The Interregional Connectivity Study (ICS) is charged with analyzing ridership for the I-70 corridor, the I-25 corridor, and examining the interrelationship of the two. In parallel to the AGS study, it will also evaluate high-speed transit alignment, technology and funding/financing between Fort Collins and Pueblo. It will also analyze the alignments between the AGS study limit at C-470 to DIA. Importantly, the "connectivity" portion of the study's title is to examine how I-25 and I-70 high-speed transit systems would interface with the RTD FasTracks system. The ICS's ridership information will be an input to the Co-Development effort's traffic & revenue (T&R) study.

Co-Development will complete a T&R study, estimating revenues from managed lanes and exploring the most effective way to balance the interests for long-term transit ridership growth together with the need to simultaneously make safety and operational improvements to the highway system. It will make a financial feasibility determination about potential revenues from tolling and the ability of that revenue source to advance specific, other, and maximum highway improvements identified by the EIS and ROD.

The AGS and T&R study results, together, will explore the following scenarios that have inter-relationships for revenues, ridership, and traffic volumes: (1) AGS without managed lanes, (2) managed lanes without AGS.

The AGS and ICS studies move Colorado forward through increased transit project definition. The co-development effort moves Colorado forward by readying CDOT for innovative funding/financing strategies. By leveraging private investment, sharing risk and cost through long-term agreements, Colorado may be able to more efficiently advance transportation mobility projects for Colorado residents and visitors.

Figure 1 provides a graphic depiction of the interrelationships of the three efforts. More detail is provided below to describe the milestones in the process through 2013.

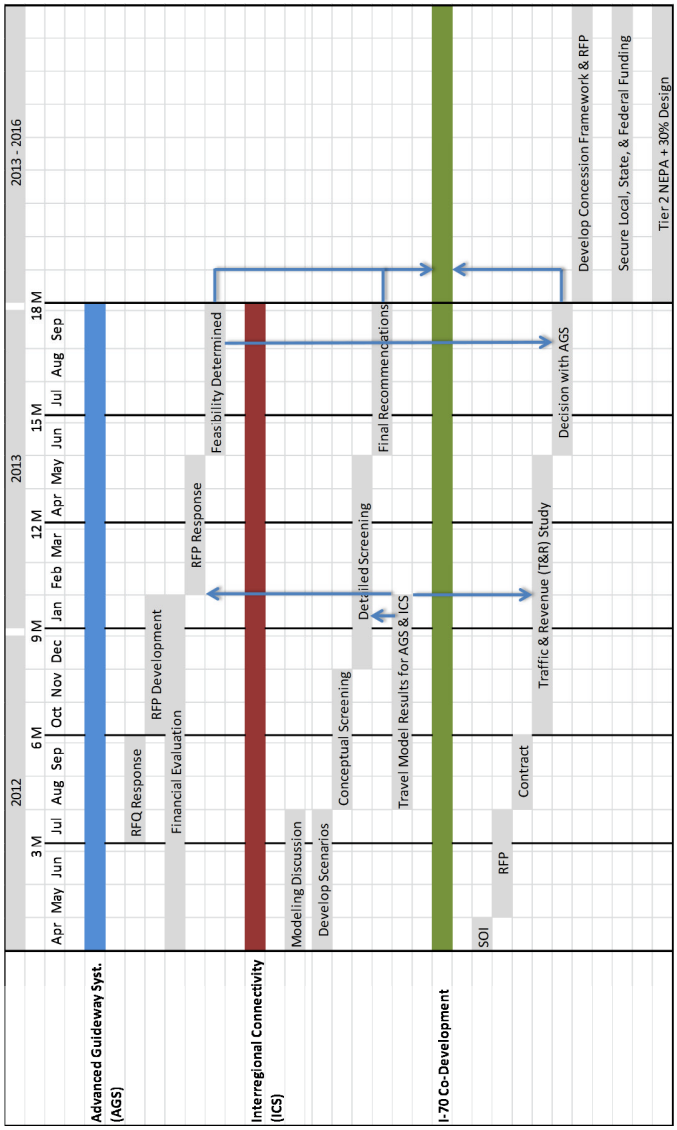

Figure 1:AGS-ICS-Co Development Timeline

I-70 Mountain Corridor EIS and ROD

The Preferred Alternative is a multimodal solution and includes three main components identified by the Collaborative Effort Team: 1) Non-infrastructure Components, 2) the Advanced Guideway System, and 3) Highway Improvements. A specific Advanced Guideway System technology has not been identified and is being studied in a separate feasibility study; if feasible, it will be evaluated in one or more Tier 2 NEPA processes. The Preferred Alternative includes a range of improvement options from a Minimum Program of Improvements to a Maximum Program of Improvements.

The Minimum Program of Improvements includes the following elements:

1. Non-infrastructure components
2. Advanced Guideway System

3. Highway Improvements
    a. Specific Improvements [6-lane, interchange, and auxiliary lanes in spot locations]
    b. Other Improvements [safety and interchange improvements in many locations]

The ROD approves the Preferred Alternative as described with the condition that the Maximum Program of Improvements will be implemented only after evaluating the need for those improvements based on certain triggers. The use of triggers is consistent with the needs of the Corridor and recognizes that future travel demand and behavior are uncertain and that additional transportation solutions should be based on proven need. The triggers create a mechanism for defining specific timing and nature of the capacity improvements on the Corridor. This decision process considers the needs of the Corridor and triggers are a mechanism to determine actual additional capacity improvements. Based on the agreed upon triggers, additional highway capacity improvements will proceed if and when:

- The specific highway improvements are complete and an Advanced Guideway System is functioning from the Front Range to a destination beyond the Continental Divide, OR

- The specific highway improvements are complete and Advanced Guideway System studies that answer questions regarding the feasibility, cost, ridership, governance, and land use are complete and indicate that an Advanced Guideway System cannot be funded or implemented by 2025 or is otherwise deemed unfeasible to implement, OR

- Global, regional, or local trends or events have unexpected effects on travel needs, behaviors, and patterns and demonstrate a need to consider other improvements, such as climate change, resource availability, and/or technological advancements.

The Maximum Program is comprised of all of the Minimum Program plus six-lane capacity from the Eisenhower-Johnson Memorial Tunnels to the Twin Tunnels, four additional interchange modifications in the Idaho Springs area, and a curve safety modification project at Fall River Road. All of the improvements identified in the Maximum Program of Improvements are assumed to be needed to meet the 2050 purpose and need.

EXHIBIT C

Sample Risk Register

General Risk Categories	Risk/Opportunity	Potential Consequence to the Project*	Assignment *(CDOT, Co-Developer, Concessionaire)*	Probability (1-5)	Impact (1-5)	Risk Score (1-25)	Comments/Action to Mitigate/Manage
Technical	Adherence to safety/design standards						
	Alignment and construction constraints						
	Differing site or geologic conditions (esp. tunnels)						
	Construction phase highway/transit operational requirements						
	Long term highway/transit operational requirements						
	MOT during construction						
	Availability of materials, labor, industry resources						
	Scope, timing and approval of AGS transit plan						
	Permit requirements during construction						
	Hazardous materials, storm water runoff, etc.						
	Scope changes and plan revisions						
	Utility and railroad coordination						
	ROW acquisition requirements						
	Changing regulations						
	CDOT/Resource Agencies/Local balancing and aligning of interests						
Financial	Reliability of cost estimates						
	Traffic and revenue support of costs						
	Availability of financing resources (Federal, State, etc.)						
	Approval of tolling authority						
	Public support and authority for tolling						
	AGS/ICS studies and decisions						
	Trucking/commerce impacts						
Environmental	NEPA Tier 1 re-opening						
	NEPA Tier 2 process and/or multiple NEPA processes						
	Multi-modal solution does not meet requirements of ROD						
	Legal challenge to solution outside the ROD/EIS						
	Design consistency w/ROD/Tier 2 clearances						
	Co-developer commitment to CSS approach						
	Obtaining necessary approvals/permits						
	Resource agency decision-making						
	Stakeholder engagement process						
Public Involvement	Public outreach						
	Stakeholder consensus and support						
	Aligned and balanced interests between local stakeholders & CDOT						
	Local jurisdiction coordination/approval (incl. HB 1041)						
	Corridor and wider political support						
P3 Industry Interest	Project scope, cost and financing approach of concessionaires						
	Economic or market conditions						
	(Appropriate) risk allocation and agreement terms and conditions						

*Note: For example, consequences to the project caused by unrecognized alignment and construction constraints could be scope creep and additional design and construction cost.

EXHIBIT D

Scoring Sheet

Project No.:	I-70 Mountian Corridor		CMS ID:	#REF!
Colorado Department of Transportation				
Consultant Evaluation - RFP Part 1 - Technical Proposal Scoring				
Panel Member	A	Consultant:	N/A	

Goal Attainment - In addition to the attributes listed under each Evaluation Criteria, evaluators will consider how the RFP response under each contributes to attaining Project Goals

Evaluation Factors Good 74-51% Fair 50-25% Poor 24-0%	Excellent 100-90%, Very Good 89-75%	Panel Score	Weight	Extended Score
Qualifications of Key Staff		0.00	15.00	0.00
Level of P3 Development experience of key personnel; number and type of projects; and areas of expertise				
Commitment of Key Personnel to the Project				
Extent of 1-70 Corridor and other multimodal corridor development; environmental process experience				
Extent of Innovative project delivery experience				
Comments:				
ProjectTechnical Plan		0.00	25.00	0.00
Level of definition and clarity of Project Plan for highway and transit improvements				
Compatibility of highway/transit improvements with base case or acceptable variation				
Reasonableness of estimated costs (construction, operations, maintenance)				
Effectiveness of solutions to design and construction challenges				
Effectiveness of transit strategies, revenue sources, local transit coordination, and governance				
Effectiveness of strategy for obtaining NEPA clearance and meeting permitting requirements				
Compatibility with Twin Tunnels Project				
Comments				
Project and Risk Management Approach		0.00	15.00	0.00
How key personnel will interact with CDOT staff to effectively collaborate on project				
Effectiveness of proposed budget controls and tracking systems				
Integrated schedule that identifies key milestones and major decision points; AGS coordination				
Key risks or opportunities are identified in the risk matrix with appropriate risk scores and effective strategies for mitigating risk				
Comments:				
Project Financial Plan		0.00	25.00	0.00
Reasonableness of assumptions related to the T&R study, traffic demand, tolling strategy, and other assumptions				
Extent that T&R study supports revenue conclusions and accounts for cost of project delivery, O&M, and capital maintenance				
Opportunities for private investment/debt sources are well defined, requirements are understood, and legal impediments noted				
Reasonableness of the overall financial plan that minimizes the need for state, local and federal resources				
Effectiveness of strategy for P3 Concessionaire procurement				
Comments:				
Interview		0.00	20.00	0.00
Comments:				

FORM A

RESUME FORM

Brief Resume of Key Personnel/Officer's team members anticipated for this project
a. NAME AND TITLE:
b. PROJECT ROLE:
c. YEARS EXPERIENCE: With this firm:
With other firms:
In role as stated in letter "b":
d. EDUCATION: Educational Institution:
Degree(s):
Year:
Specialization:
e. ACTIVE REGISTRATION: Year First Registered:
Discipline:
Location of Registration:
f. CERTIFICATIONS:
g. EXPERIENCE AND QUALIFICATIONS RELEVANT TO THE PROPOSED PROJECT:

FORM B
RECEIPT OF ADDENDA/CLARIFICATIONS

Submitter's Name:_____

The Undersigned Acknowledges receipt of the addenda to the RFP as indicated below.

ADDENDA

Addendum/Clarification No. _____ Dated _____

Addendum/Clarification No. _____ Dated _____

Addendum/Clarification No. _____ Dated _____

Addendum/Clarification No. _____ Dated _____

Addendum/Clarification No. _____ Dated _____

Addendum/Clarification No. _____ Dated _____

Failure to acknowledge receipt of all addenda may cause the RFP to be considered non-responsive to the solicitation. Acknowledged receipt of each addendum must be clearly established and included with responses to the RFP.

By: _____ Print Name: _____

Title: _____ Date:_____