

REQUEST FOR EXPRESSION OF INTEREST (RFEI)



SR-91 Corridor Improvement Project

June 2010



June 30, 2010

Dear Prospective Proposer:

On behalf of the Riverside County Transportation Commission (RCTC), I would like to provide you an opportunity to participate and respond to the enclosed "Request for Expression of Interest" (RFEI) for the SR-91 Corridor Improvement Project.

This RFEI represents the initial step of RCTC's outreach efforts in establishing communications and soliciting interest from the contractor community in the procurement and design-build of the SR-91 Corridor Improvement Project (Project) under a best-value selection process.

The purpose of this RFEI as stated herein is to (1) provide Prospective Proposers general information and development status of the Project; and (2) allow Prospective Proposers to provide valuable industry input to RCTC in the overall shaping of the procurement and delivery processes of the Project. Specifically, this RFEI provides:

- General Project background and description information on the SR-91 Corridor Improvement Project;
- Current activities and status associated with RCTC's continued development of the Project;
- An outline of RCTC's proposed procurement process and timing;
- An opportunity for Prospective Proposers to articulate and express their interest in participating; and
- An opportunity for Prospective Proposers to provide input on a variety of issues relating to the Project.

Please note that a response to this RFEI is not a prerequisite to participating in the procurement process. RFEI submissions will not be evaluated. Submissions will only be reviewed to assist in refining and shaping the procurement process and contractual relationship based on the responses received to the questions.

Potential Proposers are encouraged to respond to the RFEI Questionnaire no later than 3:00 p.m. (Pacific Standard Time) on July 12, 2010.

I would like to thank you in advance for your response to this RFEI and your interest in this important project, and look forward to your continued involvement in the procurement process.

Sincerely,

Procurement and Assets Manager
Riverside County Transportation Commission

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Attachments

Attachment A: SR91 Corridor Improvement Project Design-Build Demonstration Program Project Authorization Request

Attachment B: RCTC Conflicts of Interest Policy for SR-91 Corridor Improvement Project

Forms

Form 1: General Profile Sheet

Form 2: RFEI Questionnaire

1 SR-91 Corridor Improvement Project

The proposed State Route (SR) 91 Corridor Improvement Project (Project) will increase the capacity of the severely congested SR-91 corridor by extending the existing Orange County Transportation Authority (OCTA) SR-91 Express Lanes to the east by 8 miles to Interstate 15 (I-15) in Riverside County. The Project also includes improvements to I-15 in Riverside County between the Ontario Avenue interchange and SR-91 and direct connectors from SR-91 to the south I-15 that would connect with potential future High-Occupancy Vehicle (HOV) or Express Lanes on I-15. The Project is sponsored by RCTC in cooperation with, and approved by, the California Department of Transportation (Caltrans), and is in conformity with the charter of Measure A (Riverside County).

The following sections provide a limited overview of the Project, providing the reader with some general highlights of the Project. For more details on a specific topic contained in this section, readers are encouraged to examine [Attachment A](#).

1.1 Background

SR-91 currently has four General Purpose (GP) lanes in each direction, with those lanes varying in width from 11 feet to 12 feet from the SR-241/SR-91 interchange in Orange County to the SR-91/I-15 interchange in Riverside County. Currently, there are two tolled Express Lanes in each direction on SR-91 in Orange County that are heavily used by commuters, residents, commercial businesses, and others traveling to and from Riverside and Orange counties. The existing Express Lanes, which are operated by OCTA, begin west of the SR-91/SR-55 interchange and terminate at the Riverside/Orange County line. This Project extends the Express Lanes to the east approximately 8 miles into Riverside County to the I-15 interchange.

SR-91 is the only major surface transportation facility connecting Orange and Riverside counties, and it is the primary daily commuting route between the counties. The rapidly growing population, driven in part by the relatively affordable housing market in Riverside County, coupled with increasing employment opportunities in Orange County, has resulted in a large number of Riverside County residents commuting to jobs in Orange County. Based on long-term regional population and employment projections, this commute pattern is expected to continue and grow into the future. In addition, this state route is heavily used for goods movement from the Ports of Los Angeles and Long Beach to destinations in inland southern California, as well as other destinations across the United States.

SR-74 (Ortega Highway), which is an alternate route, is located approximately 20 miles south of SR-91 and carries approximately 12,000 vehicles per day (vpd). In stark contrast, SR-91 is currently used by more than 280,000 vpd at the Orange/Riverside County line, and this volume continues to grow. At the same time, travel speeds on SR-91 operate at stop-and-go conditions during the lengthy morning (westbound) and evening (eastbound) peak travel periods in this corridor. Traffic in this corridor is forecast to increase by approximately 50 percent by 2035, further exacerbating the already long travel times and congestion in this corridor and between the counties.

1.2 Planning History

The approved Route Concept Report (Caltrans, October 25, 1989) designated SR-91 as a 10-lane freeway with 8 GP lanes and 2 HOV lanes as the ultimate concept facility for this segment of SR-91 based on the best available information at the time. In January 2003, the SR-91 Congestion Relief Alternatives Analysis (Caltrans, January 2003) outlined short-, mid-, and long-term alternatives to relieve congestion along SR-91 between SR-55 in Orange County and I-15 in Riverside County. Subsequent to that study, the 2003 SR-91 Implementation Plan (OCTA, 2003) was

completed in June 2003, as required by Assembly Bill 1010 (AB 1010), which was signed into law in September 2002. AB 1010 required OCTA, in consultation with Caltrans and RCTC, to issue a plan and a proposed completion schedule to the State Legislature prior to July 1, 2003, for improvements to SR-91 from SR-55 to I-15 to the State Legislature prior to July 1, 2003. The 2003 SR-91 Implementation Plan reiterated the alternatives in the SR-91 Congestion Relief Alternatives Analysis and provided additional approaches, including development of a Major Investment Study (MIS) to evaluate potential new corridors and multimodal alternatives.

The development of the MIS for Riverside and Orange counties was initiated in June 2004 and was completed in December 2005. The MIS was prepared by RCTC and OCTA in cooperation with the Transportation Corridor Agencies (operator of the SR-73, SR-241, SR-261, and SR-133 toll roads in Orange County), and its purpose was to identify a range of feasible multimodal alternatives that would improve mobility between the two counties. The MIS led to the development of the alternatives for the currently proposed Project.

The proposed improvements that were identified in the SR-91 Project Study Report/Project Development Support (PSR/PDS) (Caltrans, December 4, 2006) are consistent with the recommendations in previous studies. The passage of AB 1010 in 2002 permitted the purchase of the Express Lane Franchise in Orange County by OCTA, which facilitated capacity improvements in this corridor to be planned, funded, and implemented. The passage of Senate Bill 1316 (SB 1316) in 2008 allows RCTC to toll the future Express Lanes on SR-91 in Riverside County.

1.3 Project Details

The Environmental Impact Statement (EIS) and Environmental Impact Report (EIR) for the SR-91 Corridor Improvement Project envision several construction steps or phases starting with the proposed Project (the subject of this application) and ending with the Ultimate Project before 2035. See Figure 1 for a map of the Project and to note the distinction between the Project and Ultimate Project. These reports are still being finalized and will be considered by RCTC and other approving agencies prior to any approval of the Project.

In the segment of the SR-91 corridor between SR-71 and I-15, the Project will result in seven lanes in each direction – five GP lanes and two tolled Express Lanes. This compares to the existing freeway, which has five lanes in each direction – four GP lanes and one HOV lane in each direction. This will be accomplished by converting one HOV lane to an Express Lane and by widening SR-91 by the equivalent of approximately three lanes in each direction: one new GP lane, one additional GP lane to replace an existing inside GP lane that is modified to an Express Lane (so that there are two Express Lanes in each direction), and the third is to add the pavement necessary to widen all of the existing lanes from 11 feet to 12 feet and to provide standard inside shoulders. This segment of the freeway will then have five GP lanes and two tolled Express Lanes in each direction, with one ingress and egress point. See Figure 2 for typical cross sections.

The additional phases that will supplement the Project as part of the Ultimate Project are:

- Extend the Project 3 miles farther east by adding one Express Lane and one GP lane in each direction from I-15 to Pierce Street in the city of Riverside.
- Extend the Project 2 miles farther south on I-15. Continue the one-lane approach to the direct connectors in each direction in the median of I-15 from Ontario Avenue to Cajalco Road.
- Add one GP lane in each direction from the SR-71 interchange to the SR-241 interchange in Orange County.

Figure 1 – Project Map

- Initial Project
- Future Phased Improvements

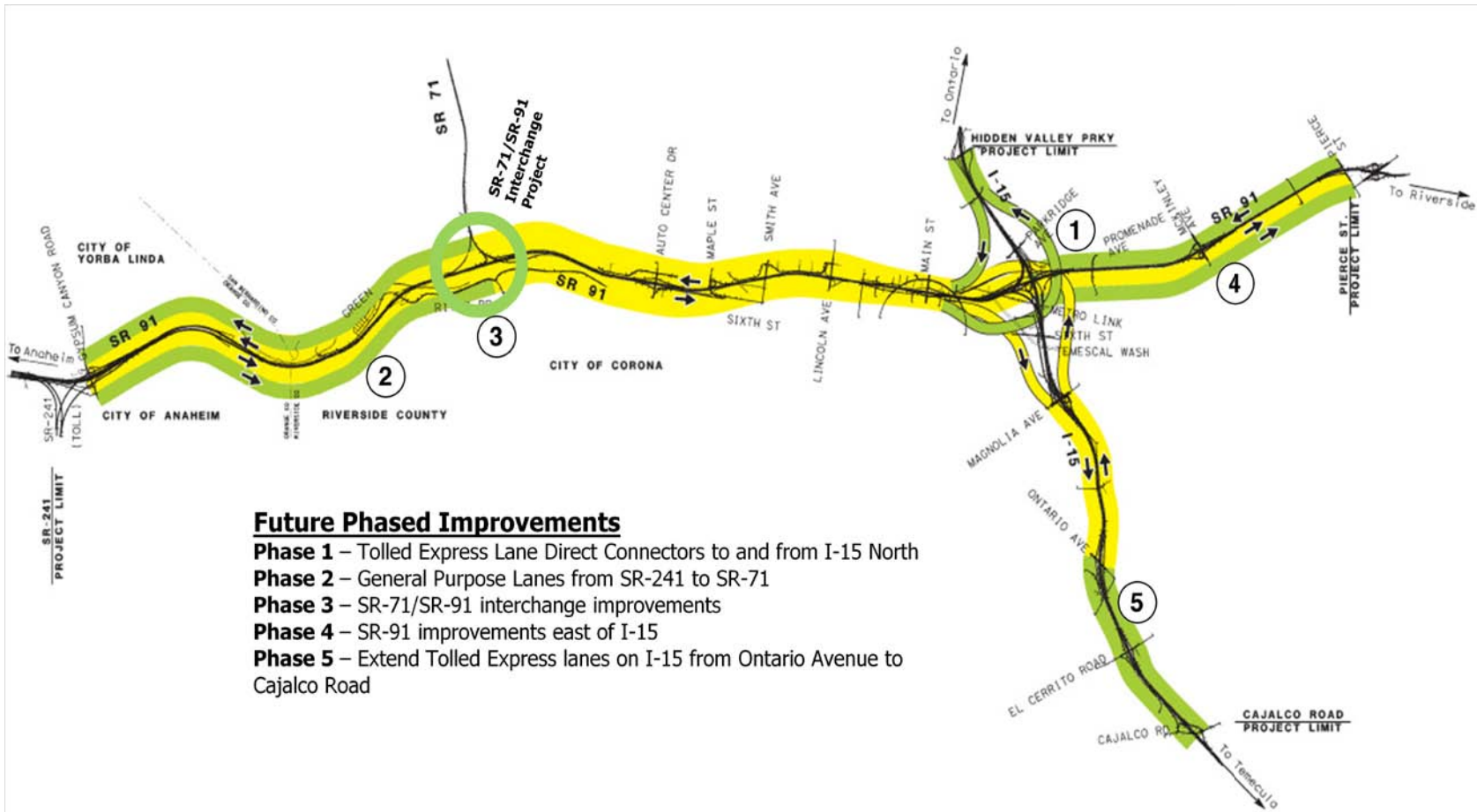


Figure 2 – Typical Cross Section Options

ALT 1
**General Purpose Lanes
with HOV Lanes**



Add one General Purpose Lane in each direction

ALT 2
**General Purpose Lanes
with Tolloed Express Lanes**



Add one General Purpose Lane and extend two Tolloed Express Lanes in each direction

- Add a new freeway-to-freeway connector from eastbound SR-91 to northbound SR-71. Add other related improvements to the SR-91/SR-71 interchange.
- Add direct connectors to and from the north at I-15. Add one-lane connectors in each direction from the SR-91 tolled Express Lanes to future Express Lanes or HOV lanes in the median of I-15. Extend the one-lane Express Lane in each direction in the median of I-15 1.5 miles north to Hidden Valley Parkway.

Just prior to procurement, RCTC intends to perform another update to the financial plan for the Project. At that time, additional phases of the Ultimate Project may be added to the scope of the Project. To do so, the design-build procurement process may be structured to allow priced options to be added to the scope of the successful proposer. If all phases of the Ultimate Project are added, the scope of the Project would be that of the Ultimate Project as cleared by the ongoing environmental studies.

1.4 Tolling Systems and Rates

As with the current OCTA SR-91 Express Lanes, the proposed Project will include an all electronic toll collection (ETC) system and will not accept cash on the road. All users will be required to have an account with a tolling agency that will issue a California standard (Title 21 compliant) FasTrak transponder or "toll tag" to the customer. FasTrak transponders are fully interoperable with all toll roads and express lanes in California. The Project will allow discounted access to carpool vehicles with 3+ occupants and tolled access by single-occupant vehicles and carpools with less than three occupants.

If the vehicle does not have a valid transponder, a digital image or photo is taken of the vehicle's license plate. The photo is used for enforcement purposes based on California statutes, and a notification letter is sent to the vehicle's owner. Carpool vehicles will utilize self-declaration switchable transponders to allow the vehicle driver to declare if they are operating in HOV 3+ mode.

As presently envisioned, the toll rate will be set by time of day based on traffic demand observed over the previous 3-month period, similar to the pricing on the existing OCTA SR-91 Express Lanes. To maximize the through-put of vehicles, the Project tolling system will have the ability to operate under dynamic pricing in the future where the travel time differential between the SR-91 GP and Express Lanes will be measured in real time between the entry and exit point and the price to travel in the Express Lanes is adjusted, usually at 15-minute intervals, as required to maintain traffic flow.

A goal of the Project is to make the transition from using the OCTA SR-91 Express Lanes to using the extension of the Express Lanes in Riverside County as seamless as possible. As envisioned and as employed in the OCTA Express Lanes, the Project will be a toll facility employing open road tolling (ORT) technology to collect tolls and to screen carpool vehicles for compliance with occupancy rules. ORT allows fully electronic collection of tolls at freeway speeds.

The Project includes paved areas near each tolling point where maintenance vehicles can be parked and the California Highway Patrol can stage/park to monitor carpool occupancy and /or enforcement. Signage for the Project will advise motorists of the location of the upcoming Express Lane entry, that it is a toll facility, and that a FasTrak tag is required. Supplemental signing will be deployed to address the business rules established for vehicle occupancy. A dynamic message sign will be installed advising motorists of the current price to use the Express Lanes on the RCTC SR-91 segment and the OCTA SR-91 segment.

RCTC currently contemplates that the Project tolling computers will be connected by a fiber backbone communications network to the existing SR-91 Toll Operations Center (TOC) and also to the existing customer service center (CSC) currently operated by OCTA. The existing OCTA SR-91 TOC and CSC will be used for this Project pursuant to an agreement between OCTA and RCTC, under which the two agencies shall collaborate, share costs, and cooperate in making the entire SR 91 Express Lanes a seamless facility to the user. The TOC will serve as the 24/7 operating and maintenance information hub for the Project, while the CSC is the central facility where customer accounts for ETC are set up and managed, toll transponders are issued and tested, and violation processing takes place.

1.5 Project Benefits

The primary purpose of the proposed Project is to reduce congestion and improve mobility within the SR-91 corridor. The Project provides a greater distance of alternative travel lanes for motorists who choose to pay a toll to bypass congestion. The Project is intended to achieve significant benefits, including:

- Improve the vehicle, person, and goods movement travel times on SR-91 and I-15 to more effectively serve existing and future travel demand between and within Riverside and Orange counties consistent with the RCTC Measure A 10-Year Delivery Plan.
- Provide direct connections between HOV/tolled Express Lane facilities on SR-91 and planned future I-15 HOV/tolled Express Lanes, thereby improving a major choke-point location.
- Provide improvements on SR-91, I-15, and intersecting local roads to more effectively serve existing and forecast intraregional travel demand and to reduce diversion of regional traffic from the freeways into the surrounding communities.
- Reduce air pollution emissions associated with idling/slow-moving vehicles by improving vehicle speeds on SR-91 and I-15.
- Improve safety and reduce accident rates in the corridor by widening the travel lanes from 11 feet to 12 feet and adding standard shoulders in most locations. Wider lanes and shoulders allow for more maneuvering room for normal and emergency situations and result in fewer accidents. In addition, interchange improvements, along with the addition of auxiliary lanes, will reduce weaving conflicts, which also will contribute to a reduction in traffic accidents.
- Improve the quality of life for the thousands of commuters who use SR-91 daily to and from work by reducing their commuting time by 30 minutes or more.
- Provide immediate jobs in the design and construction industry in the Inland Empire, which is one of the areas of the country hit hardest by the economic downturn. High-paying construction jobs will last through 2015. Because a tolled express lane is included in the Project, there will be at least 50, and possibly as many as 100, permanent full-time jobs created in carrying out the operation and maintenance of the Express Lanes.
- Accommodate the Surface Transportation Assistance Act (STAA) National Network for trucks.

Even with the current economic downturn, the Inland Empire is forecast to be one of the fastest growing areas of California. It is well known as an area in California with an established labor force and reasonable cost of housing

and land for business and industry. The Project is a critical element of public infrastructure to meet the demand for mobility caused by the projected growth in jobs, population, and housing. Without the Project, transportation demands will not be constrained, quality of life and the environment will suffer, and jobs and population will move to other states with equal or lower cost of housing and better transportation infrastructure and mobility.

1.6 Project Status

RCTC has been intensively and aggressively moving forward with the preparation of environmental review and development of the proposed Project for several years, utilizing its own personnel, retaining consultants, and engaging in consultation with stakeholders such as Caltrans, OCTA, cities along the Project corridor, resource agencies, and the public. Selected highlights of a few of the numerous activities that have been undertaken by RCTC prior to the California Transportation Commission (CTC) application include:

- Preliminary engineering and environmental studies were initiated on the Project in September 2007. The studies determined that a full EIS and EIR were required, and the documents are underway by a consultant under contract to RCTC. Caltrans is the lead agency for the environmental process under the State of California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) delegation.
- Feasibility studies have been carried out on a regular basis as the Project and other circumstances affecting the Project evolve. For example, RCTC conducted a comprehensive feasibility study in 2006/07, and this work was recently updated by RCTC for changes to project scope and financial market conditions.
- Negotiations are underway with OCTA and Caltrans for the cooperative agreements needed to toll the Express Lanes, share the toll operations contractor and some expenses, and administer the design-build contract.

Since submission of the CTC application, RCTC has continued development of the Project, including:

- The initiation of right-of-way (ROW) acquisition activities along the corridor under State and federal guidelines.
- Advancement of certain design-related activities and studies including geotechnical investigations, alignment survey, and structures review and analyses.
- Coordination with utility agencies in developing master agreements and the start of pot-holing activities.
- Coordination with Burlington Northern Santa Fe (BNSF) on railroad design and construction-related activities, as well as the development of ROW entry agreements.
- Completion of the environmental Purpose and Need and Alternatives Description for internal circulation and review by State agencies.
- Advancement of the Project procurement process, commencing with the issuance of this RFEI and the development of the Request for Qualifications (RFQ) and preparatory activities for the Request for Proposals (RFP).
- Advancement of project financing activities supporting the proposed funding structure, including engagement of the Project's underwriter team of Goldman Sach's & Co. and Bank of America Merrill Lynch.

1.7 Stage of Development

The proposed Project stages of development are as follows:

- Preliminary Engineering: A draft project report has been submitted to Caltrans and reviewed. Comments are being incorporated. Geometric approval drawings for several segments have been completed and are under review by Caltrans.
- Environmental: Technical studies have been completed and submitted to Caltrans. The draft EIR/EIS is being prepared. Several chapters have been submitted to Caltrans for review. The work is on schedule for circulation of the draft document in fall of 2010. NEPA and CEQA lead agency consideration of the proposed Project and potential approvals of the Project would then follow in the fall of 2011.
- Project Approvals: State legislation allowing RCTC to develop SR-91 tolled express lanes was approved in 2008. The Federal Highway Administration (FHWA) approved the Project in a three-way agreement with Caltrans and RCTC in August 2009.

In addition to the activities listed above, RCTC has continued Project evolution to include:

- Project Procurement: RCTC has retained the services of a project and construction management firm to assist RCTC in design-build procurement, ROW acquisition, utility relocation, and interagency agreements.
- Project Financing: The project finance underwriter team has been selected and financial activities, including Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA) application, traffic and revenue studies, and financial modeling, have progressed in support of the projected close of financing scheduled for end of 2011.

1.8 Current Project Delivery Schedule

With approval by the CTC of RCTC's application for this Project to be authorized under the Design-Build Demonstration Program pursuant to Chapter 6.5 (commencing with Section 6800) of Part 1 of Division 2 of the Public Contract Code and the guidelines issued on September 9, 2009, by CTC, RCTC is proceeding with the procurement of the Project under the design-build delivery approach and best value selection.

The delivery approach and schedule for the proposed Project follows FHWA regulations Section 1503 of 23 *Code of Federal Regulations* (CFR) Part 636 allowing State agencies to release Request for Proposals prior to completion of the NEPA activities. The procurement process runs parallel to the State's NEPA process without impacting the State's NEPA review activities or the outcome of the NEPA process. Any changes to the scope or requirements of the Project as a result of the NEPA review will be incorporated into the proposal process through addendums prior to award of a design-build contract.

Similarly, the design-build approach being utilized by RCTC for the proposed Project is consistent with CEQA. The design-build method will ensure that all necessary design plans and information related to the Project's development is available for purposes of completing environmental review under CEQA. Accordingly, the design-build approach provides "meaningful information for environmental assessment." (State CEQA Guidelines § 15004.). This approach is consistent with CEQA's intent that the EIR preparation "be coordinated in a timely fashion with the existing planning, review, and project approval processes being used by each public agency ... [such that] these procedures, to the maximum extent feasible, run concurrently, not consecutively." (State CEQA Guidelines § 15004.) Ultimately,

however, no final design, construction or operation of the Project will occur unless and until the NEPA and CEQA lead agencies issue approvals, if any, for the Project.

Design-build is projected to save at least 3 years over design-bid-build delivery, bringing increased mobility, congestion relief, enhanced safety, and improved environmental benefits much sooner. The summary project schedule provided in Figure 3, showing major tasks was generated based on critical path project scheduling methods and represents a consensus result as developed by project consultants, including PB Americas, Bechtel Infrastructure Corporation, and Parsons Transportation Group.

Figure 3 – Overall Project Schedule using the Design-Build Approach

Project SR-91 Corridor Improvements Project Schedule: Design-Build



1.9 Acknowledgement of Agencies Involved

RCTC has been aggressively moving forward with development of the proposed SR-91 Corridor Improvement Project for several years, engaging stakeholders in consultation such as:

- California Department of Transportation (Caltrans);
- Federal Highway Administration (FHWA);
- Orange County Transportation Authority (OCTA);
- Cities along the Project corridor, which include Corona, Norco, and Riverside;
- Southern California Association of Governments (SCAG);
- State and federal environmental resource agencies;
- Various utility agencies along the Project corridor;
- Burlington Northern Santa Fe (BNSF) railroad; and
- The general public.

1.10 Proposed Project Funding

The Project Funding Plan for the proposed SR-91 Corridor Improvement Project consists of four key sources as listed below.

- **Toll Revenue Bonds** – To be issued by RCTC and repaid from net revenues of the Project, after operations and routine maintenance. Estimated total funds from this source are \$410 million, with an anticipated financial close of December 31, 2011.
- **TIFIA Loan** – Subordinate debt to the toll revenue bonds to be obtained by RCTC from the United States Department of Transportation (USDOT) TIFIA program and repaid from net revenues of the Project, after operations and routine maintenance costs. Estimated total funds from this source are \$410 million, with an anticipated financial close of December 31, 2011.
- **RCTC Contribution** – To be funded by RCTC from Measure A sales tax revenues on a “pay-as-you-go” basis and through Sales Tax Revenue Commercial Paper and Bonds issued by RCTC. Estimated total funds from this source are \$448 million, with full authorization by RCTC of the planned Measure A sales tax contribution funded throughout the course of construction.
- **State Transportation Improvement Program (STIP)/Regional Improvement Program (RIP) Grant** – Estimated total funds from this source are \$2 million, with the full amount available during the 2011/2012 fiscal year programming.

Total estimated capital cost requirements for funding the proposed Project totals \$1,064,000 in 2009 dollars. Of this total estimated capital outlay, the estimated design-build costs for the Project in 2009 dollars is approximately \$671 million. Improvements to the Project, as outlined in the project description, would be in addition to the above values.

1.11 Planning and Engineering

Preliminary design work for the proposed Project highlight key engineering activities completed to date which include:

- Preliminary design as provided in the Project Approval/Environmental Document (PA/ED), which is currently in process, will be provided in the RFP documents. Additional design refinement may be performed including, but not limited to, Structure Type Selection for critical project structures.
- Geometric Approval Drawings (GADs) and corresponding approved “Fact Sheets” documenting design exceptions will be approved as part of the PA/ED effort and will be provided in the RFP documentation.
- Partial geological borings and utility potholing may be performed by RCTC prior to issuance of the RFP. The Design-Build Contractor will be given the opportunity to comment on the extent and/or quantity of the provided information during the procurement process.
- It is currently anticipated that the primary responsibilities for ROW acquisition associated with the SR-91 Corridor Improvement Project will remain with RCTC. A portion of the ROW will be acquired prior to contract award, with the balance of the parcels being acquired by RCTC prior to a specific dates published in the RFP documents. As part of the RFP documentation, a ROW availability matrix will be provided to all Prospective Proposers. Prospective Proposers will be given the opportunity to comment on the Project ROW needs during the procurement process and may be responsible for performing or reimbursing RCTC for additional ROW acquisitions.
- Temporary construction easement areas that will be made available to the Design-Build Contractor will be initially identified and obtained by RCTC.

Some of the above work is in response to input received through the PA/ED process applicable to the Project, while other work continues in response to community input.

1.12 Environmental Assessment/Permitting

The Draft Environmental Document (DED) is planned to be issued out to the public in fall 2010 with the Locally Preferred Alternative (LPA) identified. Various stakeholder and public hearings will be conducted during this same time period. It is anticipated that consideration of the DED and potential action on the proposed Project would occur in September 2011.

It is important for respondents to note, at this time, that the proposed Project remains in the environmental process and that a record of decision (ROD) has not been obtained. Additional alternatives, including a no-build alternative, are being considered in the environmental process and it is possible that the Project scope may be modified through the environmental process or that a no-build alternative may be adopted. Nothing contained in this RFEI is intended to modify, limit or otherwise constrain the environmental process or commit RCTC or any other entity to undertake any action with respect to the Project including any procurement, or the final design and construction of the proposed Project.

1.13 Consultations with Stakeholders

RCTC has consulted with local governments, residents, and businesses along the SR-91 corridor regarding the scope and nature of the SR-91 Corridor Improvement Project.

As part of the Environmental Assessment Process, RCTC has held and/or attended numerous meetings with various groups along the corridor. In addition, RCTC has commissioned extensive studies regarding transportation alternatives, alternative routes, and socioeconomic and environmental impacts.

2 Procurement Process and Anticipated Schedule

2.1 Request for Interest

To establish better communication between RCTC and Prospective Proposers, RCTC has chosen to engage a RFEI step prior to the procurement process. The RFEI process is a noncompulsory process. Prospective Proposers wishing to respond to this RFEI are directed to [Section 4](#) of this document for specific details regarding RFEI responses.

2.2 Project Procurement Process

The procurement selection process is proposed to consist of two stages:

- Request for Qualifications (RFQ) – At the RFQ stage, proposer teams will submit qualifications to demonstrate their capabilities to fulfill the roles and responsibilities under the requirements as described in the RFQ. Submissions to the RFQ will be evaluated to shortlist proposer teams to proceed to the Request for Proposal stage. Depending on the number of proposer teams that submit qualifications, it is expected that a minimum of three proposer teams will be shortlisted.
- Request for Proposals (RFP) – The RFP will be issued only to proposer teams shortlisted from the RFQ stage. Shortlisted proposer teams will be asked to submit binding proposals as described in the RFP. It is anticipated that RCTC will select a Design-Build Contractor using a best value selection process, which would include an evaluation of price and technical proposals.

2.3 Project Selection Process

To establish a timeline for the procurement process, RCTC has established the following anticipated milestones to inform Prospective Proposers of the upcoming events. Please note that RCTC reserves the right to alter these dates at any time and for any reason.

Anticipated Procurement Schedule	
<i>Milestone</i>	<i>Timeline</i>
Expression of Interest Questionnaire Due Date	July 12, 2010
Issue Request for Qualifications (RFQ)	September 2010
Statement of Qualifications (SOQ) Due Date	Q4 / 2010
Proposer Teams Shortlist Announced	Q4 / 2010

3 Request for Expression of Interest

Prospective Proposers are encouraged to respond to this RFEI. In doing so, RCTC will be better able to communicate with those Prospective Proposers during the procurement process.

Please note that a response to this RFEI is not a prerequisite to participating in the procurement process. RFEI submissions will not be evaluated. Submissions will only be reviewed to assist in refining and shaping the procurement process and contractual relationship based on the responses received to the questions posed in Form 2 of this RFEI.

4 RFEI Responses

This section outlines the information to be provided in response to this RFEI document, as well as information on how to submit responses. The RFEI responses will not be evaluated and is a noncompulsory process to participation in the overall Project procurement process.

4.1 General Profile Sheet

RCTC is requesting that all Prospective Proposers seeking to receive a copy of the RFQ provide, at a minimum, the information contained in Form 1.

4.2 Questionnaire

RCTC is also requesting that all Prospective Proposers provide comments and feedback to the questions contained in Form 2. Your responses to the questions will not be shared with any of the participants responding to this RFEI request. Responses will only be made available to RCTC and its consultants to assist in development of the procurement process and documents. **Potential Proposers are advised that it is not mandatory for you to respond to any of these questions.**

4.3 Questions regarding the RFEI

Any questions with respect to the RFEI should be made in writing to:

RCTC
P.O. Box 12008
Riverside, CA
92502-2208

Attention: Greg Moore
E-mail: SR91DesignBuild@rctc.org

4.4 Registering Interest

To ensure that you receive details regarding the procurement, Prospective Proposers should submit their completed [Form 1](#) and [Form 2](#) responses to RCTC. Refer to [Section 4.3](#) above for address or e-mail information. Please note the following submission details:

Number of copies: 1 (one)

Deadline: 3:00 p.m. PST, July 12, 2010

Delivery Method: e-mail or mail/courier

4.5 Other Matters

This invitation is not an offer, nor a tender. No legal relations are created by this document or the responses to this document. RCTC reserves the sole right, but will not be obligated to:

- Interview any Prospective Proposer and/or request clarification, additional information, or supporting data.
- Solicit further input from any Prospective Proposer.
- Not commence, modify, or terminate the procurement and competitive selection process or schedule at any time and for any reason.
- Modify the scope of the proposed Project.
- Modify the delivery method of the proposed Project.

Please note that this RFEI does not constitute an offer by RCTC, nor obligate RCTC to enter into a contract with any Prospective Proposer.

Prospective Proposers should be aware that the Freedom of Information Act and Protection of Privacy Act both apply to RCTC.

No reimbursement of any kind or manner will be provided to any respondent to the RFEI, and RCTC expressly disclaims any and all responsibility for any costs or expenses incurred by any proposer in connection herewith.

5 Conflicts of Interest and Restricted Parties

RCTC has developed a project-specific Conflict of Interest policy for the SR-91 Corridor Improvement Project. A copy of the current policy is enclosed as [Attachment B](#) to this RFEI.

5.1 Listing of Owner's Advisory Team

RCTC has engaged advisors for the SR-91 Corridor Improvement Project to assist in development of the procurement process and Project. These advisors will be ineligible for participation with any Prospective Proposer in connection with the design-build procurement.

The advisory team consists of the following:

- PB Americas
- Bechtel Infrastructure Corporation
- Parsons Transportation Group
- HDR Engineering, Inc.
- KPMG LLP
- Nossaman LLP
- Best Best & Krieger LLP
- Fieldman Rolapp & Associates
- Goldman Sachs & Co.
- Bank of America Merrill Lynch
- Others may be added during the procurement process as needed

An updated version of the above list will be provided in the RFQ.

6 Conclusion

RCTC views the proposed SR-91 Corridor Improvement Project as one of the most vital, yet congested, commuting and goods movement routes in southern California that currently does not meet travel demands and regional needs. Furthermore, RCTC has analyzed and studied the potential Project, gaining public support to move forward with necessary improvements. RCTC feels that a design-build approach, married with a best value selection process, is a key component in making the SR-91 Corridor Improvement Project a viable reality. In doing so, the regional benefits of improving travel time, increased safety, and a more reliable commute and goods movement will be realized.

Attachment A

SR-91 Corridor Improvement Project
Design-Build Demonstration Program
Project Authorization Request

Click on link below:

http://www.catc.ca.gov/programs/DB-P3/DB/RCTC_SR-91_Corridor_Improvement_Project.pdf

Attachment B

RCTC Conflicts of Interest Policy for the
SR-91 Corridor Improvement Project

RIVERSIDE COUNTY TRANSPORTATION COMMISSION

DATE:	March 10, 2010
TO:	Riverside County Transportation Commission
FROM:	Western Riverside County Programs and Projects Committee Michael Blomquist, Toll Program Director
THROUGH:	Anne Mayer, Executive Director
SUBJECT:	Conflicts of Interest Policy for the SR-91 Corridor Improvement Project

WESTERN RIVERSIDE COUNTY PROGRAMS AND PROJECTS COMMITTEE AND STAFF RECOMMENDATION:

This item is for the Commission to approve the Conflict of Interest (COI) policy for the State Route 91 Corridor Improvement Project (SR-91 CIP).

BACKGROUND INFORMATION:

The SR-91 CIP will widen SR-91 from the Riverside County line to Interstate 15 and extend the 91 Express Lanes into Riverside County. In October 2009, the Commission entered into an agreement with Parsons Transportation Group, Inc. to provide project and construction management (PCM) services for design-build phase 1 of the SR-91 CIP. Included in the PCM scope of work is the procurement of a design-build team to perform final design and construction of the project.

Purpose and Goals of Policy

This COI policy prescribes the Commission’s policy on conflict of interest relating to consultants participating or desiring to participate in the planning, procurement, design, construction, or development of the SR-91 CIP. The COI policy goals are as follows:

- Protects the integrity and fairness of the planning, procurement, design, construction, or development of the SR-91 CIP;
- Avoids circumstances where a consultant or proposer obtains, or appears to obtain, an unfair competitive advantage as a result of work performed by a consultant;
- Provides guidance to consultants and proposers, or potential consultants and proposers, so they may assess, and make informed business decisions concerning their decision to provide services on the SR-91 CIP or to submit a qualification submittal and/or proposal related to the design, construction, or development of the project; and

- Protects the Commission's interests and confidential and sensitive project-specific information.

The policy provides general conflict of interest standards, a process to determine whether a COI exists and factors relevant to a COI determination.

Attachment: RCTC Conflict of Interest Policy for the SR-91 CIP

**RCTC Conflicts of Interest Policy for
State Route 91 Corridor Improvement Project**

Section 1. Purpose. This Policy prescribes Conflict of Interest policies applicable to private entities, including Consultants and Proposers, participating or desiring to participate in the Commission's planning, procurement, design, construction or development of the Project. A private entity's failure to comply with these standards of conduct may result in potential liability to the Commission and to the private entity's preclusion from participation in the Project. This Policy is intended to apply in the context of the Commission's development of the Project pursuant to a design-build contract or a public-private partnership.

Section 2. Definitions.

Section 2.1. "Affiliate" means with respect to any Consultant: (a) any member, partner or joint venturer of such Consultant; (b) any individual or entity that directly or indirectly controls, or is controlled by, or is under common control with, such Consultant or any of its members, partners or joint venturers; and (c) any other entity for which 20% or more of the equity interest in such other entity is held directly or indirectly, beneficially or of record by (i) such Consultant, (ii) any of such Consultant's members, partners or joint venturers or (iii) any Affiliate of such Consultant under clause (b) of this definition.

Section 2.2. "Commission" means the Riverside County Transportation Commission.

Section 2.3. "Conflict of Interest" means a circumstance arising out of a Consultant's existing or past activities, including past activities as a Consultant to or employee of the Commission, business interests, familial relationships, contractual relationships, and/or organizational structure (i.e., Affiliates, etc.) wherein (i) the Consultant is or may be unable to render impartial assistance or advice to the Commission, (ii) the Consultant's objectivity in performing the scope of work sought by the Commission is or might be otherwise impaired, (iii) the Consultant has, or is perceived to have, an unfair competitive advantage; (iv) the Consultant's performance of Services on behalf of the Commission does or may provide an unfair competitive advantage to a third party; or (v) regardless of whether accurate, there is a perception or appearance of impropriety or unfair competitive advantage benefiting the Consultant or a third party as a result of the Consultant's participation on the Project.

Section 2.4. "Consultant" means any person or business entity (including any individual employee of such entity or any division and/or Affiliate of such entity) previously or currently retained, or in the process of being retained, by the Commission to provide Services in connection with the Project, including subconsultants and individual employees of subconsultants.

Section 2.5. "Executive Director" means the executive director of the Commission or his or her designee.

Section 2.6. "Policy" means this RCTC Conflicts of Interest Policy.

Section 2.7. "Project" means the SR-91 Corridor Improvement Project.

Section 2.8. “Proposer” means any person or business entity, including joint-ventures, partnerships, limited liability companies, corporations, consortiums, teams or other groups or organizations of individuals or entities, or the individuals and entities that make up such groups, that have submitted a qualification submittal or proposal for work on the Project or are interested in submitting a qualification submittal or proposal for work on the Project.

Section 2.9. “Services” means, in the context of this Policy, consulting services related to the Project, which may include, but are not limited to, some or all of the following: planning services, procurement services, federal and state environmental services; financial advisory services; legal services; traffic and revenue studies; operations and toll planning services; program oversight; design and construction management services, preliminary engineering services (including right-of-way, structures, survey and utility), and public and community outreach services.

Section 3. Conflicts of interest.

Section 3.1. Purpose. This section prescribes the Commission’s policy on Conflicts of Interest relating to Consultants participating or desiring to participate in the planning, procurement, design, construction or development of the Project, and thereby:

- (A) protects the integrity and fairness of the planning, procurement, design, construction or development of the Project;
- (B) avoids circumstances where a Consultant or Proposer obtains, or appears to obtain, an unfair competitive advantage as a result of work performed by a Consultant;
- (C) provides guidance to Consultants and Proposers, or potential Consultants and Proposers, so they may assess, and make informed business decisions concerning their decision to provide Services on the Project or to submit a qualification submittal and/or proposal related to the design, construction or development of the Project; and
- (D) protects the Commission's interests and confidential and sensitive Project-specific information.

Section 3.2. Applicability. This Policy applies to Consultants who desire to participate in, have participated in or are participating in the performance of Services for the Commission related to the Project. This Policy may prohibit or restrict the ability of a Proposer to have a Consultant participate on a Proposer team as an equity owner or team member, act as a consultant or subconsultant to the Proposer, or have a financial interest in the Proposer or an equity owner or team member of a Proposer. This Policy relates solely to the Project and does not address the Commission’s approach to conflicts of interest on other Commission projects.

Section 3.3. Conflicts of Interest Disclosure

Section 3.3.1. Obligation to Disclose. Consultants participating in the Project shall arrange their affairs so as to prevent Conflicts of Interest from arising. Any Consultant having an actual, potential or perceived Conflict of Interest shall disclose the matter to the Commission in writing to the following individual:

Mr. Greg Moore
Procurement and Asset Manager

Riverside County Transportation Commission
4080 Lemon Street, 3rdFloor
Riverside, CA 92502
Email: gmoore@rctc.org

Disclosures will also be requested as part of any request for qualifications or request for proposals relating to the design, construction or development of the Project.

The Consultant's Conflict of Interest disclosure obligation is ongoing. Consultants should undertake reasonable due diligence, including necessary conflict searches, to determine whether new actual, potential or perceived Conflicts of Interest arise. Due diligence should extend to investigation of past relationships and, if the Consultant is an entity, to officers or directors of the Consultant. If a Consultant becomes aware of an actual, potential or perceived Conflict of Interest at any time during its participation in the Project, the Consultant shall promptly disclose the matter to the Commission as described herein.

Section 3.3.2. Failure to Comply. If a Consultant fails to comply with this Policy, including failure to comply with any mitigative measures imposed under this Policy, or otherwise fails to disclose an actual, potential or perceived Conflict of Interest, the Commission may, in its sole discretion:

- (A) Preclude and/or disqualify the Consultant and its Affiliates, including any Proposer with whom the Consultant is or had affiliated, from participation in the planning, procurement, design, construction and/or development of the Project, including any competitive process associated therewith;
- (B) Require the Consultant and its Affiliates, including any Proposer with whom the Consultant is or had affiliated, to implement mitigative measures;
- (C) Segregate or terminate the Consultant and its Affiliates, including any Proposer with whom the Consultant is or had affiliated, from planning, procurement, design, construction and/or development of the Project; and/or
- (D) Pursue any and all other rights and remedies available at law, in equity or set forth in any request for qualifications or request for proposals, which rights and remedies shall include the right to seek any and all direct or indirect costs and damages resulting from the Consultant's failure to comply with this Policy, including, but not limited to, costs resulting from third-party challenges to the procurement or the Commission's re-procurement of the Project.

Section 3.4. Period in Which a Conflict of Interest Applies. If the Executive Director determines that the performance of Services by a Consultant creates an actual, potential or perceived Conflict of Interest, the provisions in this Policy and any decisions made by the Commission related to such Conflict of Interest (including prohibitions, mitigative measures, etc.) shall continue and apply for the duration of the planning, procurement, design, construction and development of the Project, provided that the Executive Director may, on a case-by-case basis and in his or her sole discretion, modify the length of this time period in writing if he/she determines that the modification is in the best interests of the Commission and the Project. .

Section 3.5. Application to New Firm. If a Conflict of Interest applies to an individual, the Conflict of Interest and prohibition with respect to the individual will not apply to the individual's new place of employment, unless the new employer is an Affiliate of the employee's previous employer. If the new employer is not an Affiliate of the previous employer and is otherwise eligible to perform Services for the Commission pursuant to this Policy and applicable law, the new employer will remain eligible despite the employment of the individual, but mitigative measures may be required of the new employer with respect to the employee.

Section 3.6. Federal and State Requirements.

Section 3.6.1. Federal and State Laws. For federal-aid projects and in certain other circumstances, the Commission must comply with the Federal Highway Administration's organizational conflict of interest regulations found in 23 CFR §636.116. The Commission must also comply with certain California laws and regulations, including, without limitation, Government Code §§1090 and 87100 et seq.. Nothing in this Policy is intended to limit, modify, supersede or otherwise alter the effect of those laws and regulations, and the Commission will apply this Policy consistent with those laws and regulations.

Section 3.6.2. Limitations on Commission Consents and Approvals. To the extent that application of the federal and state laws and regulations described in Section 3.6.1 would preclude or limit participation by a Consultant or an individual with respect to the Project, then notwithstanding any other aspect of this Policy or any contrary decision by the Commission in response to an actual, potential or perceived Conflict of Interest under this Policy, such federal and state laws and regulations shall control and be determinative. Under no circumstances shall a decision, approval or consent by the Commission in response to a disclosure, request or actual, potential or perceived Conflict of Interest under this Policy be considered an opinion with respect to the applicability or effect of such federal and state laws or regulations, and Consultant shall bear all responsibility and liability for determining if a conflict under federal and/or state laws or regulations exist in relation to the Consultant's work or proposed work on the Project.

Section 3.7. Binding Effect of Commission Decisions. The Commission shall not withdraw or amend a prior consent or approval granted to a Consultant under this Policy unless:

(A) The application of the federal and state laws and regulations described in Section 3.6 requires the consent or approval to be withdrawn or amended; or

(B) The Commission decides, in its sole discretion, to withdraw or amend the consent or approval based on factual circumstances that the Commission has been made aware of that were not disclosed when the Commission made its original decision, or factual circumstances that are new or have changed since the Commission made its original decision; or

(C) The Consultant or Proposer team fails to comply with any mitigative measures imposed under this Policy.

Section 3.8. General Conflict of Interest Standards. Except as provided in Section 3.9 of this Policy, no Consultant that has previously provided Services or that is currently providing Services to the Commission with respect to the Project may be a Proposer or participate as an equity owner, team member, consultant, or subconsultant of or to a Proposer for the Project, or have a financial interest in any of the foregoing entities with respect to the Project.

Section 3.9. Determination Regarding Provision of Services for the Project.

Section 3.9.1. Discretion of the Commission. Unless otherwise indicated in this Policy, all approvals, actions or discretion under this Policy and with respect to an actual, potential or perceived Conflict of Interest shall be within the sole discretion of the Commission. Unless a particular decision regarding application of this Policy is referred to the Commission’s Board of Directors by the Executive Director, the Executive Director retains the ultimate and sole discretion to act on behalf of the Commission hereunder and to determine on a case-by-case basis whether an actual, potential or perceived Conflict of Interest exists and what actions may be appropriate to avoid, neutralize, or mitigate any actual, potential or perceived Conflict of Interest.

Section 3.9.2. Determination Process. In response to a disclosure under Section 3.3 above or information the Commission obtains independent of a Consultant, the Executive Director shall determine whether a Consultant has an actual, potential or perceived Conflict of Interest that the Executive Director determines should prevent the Consultant from (i) being a Proposer, (ii) participating as an equity owner, team member, consultant, or subconsultant of or to a Proposer for the Project, (iii) having a financial interest in any of the foregoing entities with respect to the Project or (iv) otherwise participating in the design, construction or development of the Project. Once the Executive Director makes this determination, he/she shall send the Consultant a written notice regarding the decision and, if participation is approved, whether the approval and participation is limited or subject to the Consultant meeting certain conditions. The Executive Director shall consider some or all of the following factors when making the determination:

(A) Whether the Consultant will not, or in the case of the previous performance of Services did not, have access to or obtain knowledge of confidential or sensitive information, procedures, policies and processes that could provide, or could be perceived to provide, an unfair competitive advantage with respect to the procurement, design, construction or development of the Project;

(B) Whether the data and information provided to the Consultant in the performance of the Services is either substantially irrelevant to the procurement for the Project or is generally available on substantially an equal and timely basis to all Proposers;

(C) The type of Services at issue;

(D) The particular circumstances at issue, including the Consultant’s ability to effectively implement the safeguards described in Section 3.12, including an ethical wall, or to otherwise mitigate the Conflict of Interest in a manner satisfactory to the Commission;

(E) The specialized expertise, if any, needed by the Commission and Proposers to implement the Project;

(F) The period of time between the previous work for the Commission and the potential Conflict of Interest situation;

(G) Whether the Consultant's work for the Commission has been completed or is ongoing;

(H) The potential impact on the procurement and implementation of the Project, including impacts on competition;

(I) Whether, with respect to a Consultant's prior environmental services related to the Project, if any, a record of decision or finding of no significant impact has been issued for the Project;

(J) Whether, with respect to a Consultant's prior traffic and revenue Services related to the Project, if any, the prior work will have no impact on the Project's plan of finance, on a Proposer's ability to obtain and close funding or on the potential sources of funding for the Project;

(K) Whether the Executive Director believes that the Consultant's participation is in the best interests of the Commission; and

(L) Any other factors or circumstances deemed relevant by the Commission.

Section 3.10. Procurement and Financial Services. Independent of the process described in Section 3.9, a Consultant actively engaged and performing procurement services or financial services with respect to the Project may not be a Proposer or participate as an equity owner, team member, consultant, or subconsultant of or to a Proposer for the Project, or have a financial interest in any of the foregoing entities with respect to the Project.

Section 3.11. Multiple Services. If a Consultant is providing more than one category or type of Services to the Commission for the Project (e.g., environmental services as well as procurement services) and there are differences in this Policy's considerations, standards, restrictions, limitations and outcomes applicable to those categories or types of Services, the standards, restrictions, limitations and outcomes applicable to a category that are more stringent will be applied (e.g., if a Consultant were only providing preliminary engineering services that have been completed, they may be approved to participate on a Proposer team, whereas, if they were also providing ongoing procurement services for the Project, they may not be approved to participate on a Proposer team).

Section 3.12. Restriction of Services and Conditions to Approvals and Exceptions. In order to address actual, potential or perceived Conflicts of Interest, the Executive Director as part of providing his or her consent to the participation of a Consultant may, in his or her sole discretion:

(A) Restrict the scope of Services the Consultant may be eligible to perform for the Commission or the Proposer team in order to further the intent and goals of this Policy; and

(B) Condition an approval, determination, or exception as the Executive Director determines appropriate to further the intent and goals of this Policy, including by requiring the Consultant or Proposer to implement certain safeguards, including:

(i) The execution of confidentiality agreements satisfactory to the Commission, which may, among other things, include the segregation and protection of information obtained as a result of the Consultant's prior or ongoing work for the Commission or from former or current Commission employees; and/or

(ii) The execution of ethical wall agreements satisfactory to the Commission, which segregate certain personnel from participation in the Project; and/or

(iii) The execution of agreements satisfactory to the Commission regarding the dissemination of work product and materials created as a result of Consultant's prior or ongoing work for the Commission, including dissemination to the Commission and restrictions on dissemination by the Consultant to any Proposer team, including a team on which they intend to participate.

Section 3.13. Provisions are Nonexclusive. The provisions in this Policy do not address every situation that may arise in the context of the Commission's planning, procurement, design, construction or development of the Project nor require a particular decision or determination by the Executive Director when faced with facts similar to those described in this Policy. In addition, additional policies, procedures and limits related to conflicts of interest or similar issues may be imposed by the Commission at any time with respect to the Project or any other Commission projects.

Completed General Information sheet can be submitted (by mail or electronically) to:

Mail / Courier:

RCTC
 Attention: Greg Moore
 P.O. Box 12008
 Riverside, CA 92502-2208

Electronically:

Email: SR91DesignBuild@rctc.org

Please provide RCTC with the following general information:

<i>PROFILE</i>
Organization Name:
Mailing Address:
Phone Number:
Website address:
Major Lines of Business:
Prospective Proposer's interest in participating in the RCTC Procurement Process and in what capacity:
<i>Primary Contact:</i>
Name:
Title:
E-mail address:
Phone Number:

Completed RFEI Questionnaire can be submitted (by mail or electronically) to:

Mail / Courier:

RCTC
Attention: Greg Moore
P.O. Box 12008
Riverside, CA 92502-2208

Electronically:

Email: SR91DesignBuild@rctc.org

Indicate your intention of participation as it relates to the Project:

- Contractor Other
 Designer

Please provide your response to each of the following questions:

<p>1. Looking at the potential procurement process, as shown in Section 2 above, please list in order of importance any issues you have with the process and for each of the issues, describe what adjustments, if any, to the potential process you would propose to be made.</p>
<p>2. Looking at the anticipated Procurement Schedule for the RFQ, as shown in Section 2.3 above, please list any issues you have with the schedule and for each of the issues, describe what adjustments, if any, to the schedule you would propose to be made.</p>
<p>3. Based on your understanding of the Project, please list what Project elements you consider as high risk, and then for each element, describe what mitigation measures you would propose RCTC consider both prior to the procurement process and for incorporation into the RFP documents.</p>
<p>4. In your experience with best value selection processes, please provide your viewpoints on appropriate evaluation approaches and criteria.</p>
<p>5. In your experience with a "Most Project" procurement approach, where a proposer builds the most project to a prescribed funding amount, please provide your thoughts and viewpoints on the use of this type of selection approach for this project.</p>

6. Please provide your thoughts and preference on the use of Owner Controlled Insurance Program (OCIP) versus Contractor Controlled Insurance Program (CCIP). Would either approach affect your decision to participate in the Project, and if so, how?

7. Provide your thoughts and preference on the use of a Payment and Performance Bond versus a Letter of Credit as the form of security to meet project securitization requirements.

8. List your concerns with having the design-build contractor coordinate the activities of a third-party toll systems supplier, and for each of the concerns identified, describe how this might impact your construction activities/schedule. For each concern listed, describe what RCTC may do to attempt to mitigate the concern?

9. With the design-build contractor having to "tie-in" to the existing OCTA 91 Express Lanes to make one seamless facility, list any issues you foresee in having to perform this tie-in work, and for each issue listed, describe what RCTC may do to mitigate this issue.

10. In respect to the Procurement Schedule as provided in Section 2.3 and the question #2 above, please provide what you believe to be the appropriate timing to conduct an industry review with the short-listed firms receiving the RFP, and how long of a proposal bid period would you consider adequate for this Project.

11. Please provide any other key issues, project risks or input along, with proposed actions/resolutions, that you wish to offer at this time.