

# Colorado Bridge Enterprise and High Performance Transportation Enterprise: **I-70 East Project**

## **SOQ EVALUATION MANUAL FOR THE I-70 EAST PROJECT**

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## 1. Introduction and Purpose

1.1 This document (this “Manual”) sets out the methodology and procedures for evaluation by the Colorado Bridge Enterprise (“BE”) and the High Performance Transportation Enterprise (“HPTE”), together with other Participants (as defined below), of the statements of qualification (“SOQs”) received from proposers (“Proposers”) in response to the Request for Qualifications to Design, Build, Finance, Operate and Maintain the I-70 East Project (the “Project”) issued on March 25, 2015 (as modified by the addendum thereto dated May 29, 2015, the “RFQ”). For purposes of this Manual, CBE and HPTE are collectively referred to as the “Procuring Authorities”. Capitalized terms not otherwise defined herein shall have the meaning given to them in the RFQ.

1.2 The purpose of this Manual, which has been prepared having regard to HPTE’s previously adopted “Project Proposal Guidelines” (which BE’s board has approved also be used by BE for this Project), is to ensure the non-discriminatory, transparent and comprehensive evaluation of each SOQ, in accordance with the RFQ, with a view to selecting Short-listed Proposers who will be invited to submit detailed proposals in response to a Request for Proposals to design, build, finance, operate and maintain the Project. This Manual is also intended to facilitate timely evaluation of the SOQs, so that the solicitation of the Project may proceed in accordance with the anticipated procurement schedule for the Project.

## 2. Overview of the Evaluation Process

### 2.1 Organizational Structure

(a) The evaluation process will be managed by a coordination team (the “Coordination Team”). The evaluation of SOQs will be performed by members of the three “Evaluation Teams”, each of which will be managed by a “Team Leader”, and the Short-listed Proposers shall be selected by an Evaluation Oversight Committee (the “EOC”) on the basis of the recommendation of the Evaluation Teams.

(i) The initial Pass/Fail Evaluation of SOQs will be performed by the “Pass/Fail Team”.

(ii) The Substantive Evaluation of SOQs will be performed by members of the “Substantive Evaluation Teams”, which members will be assigned to either:

(1) the “Technical Team”; or

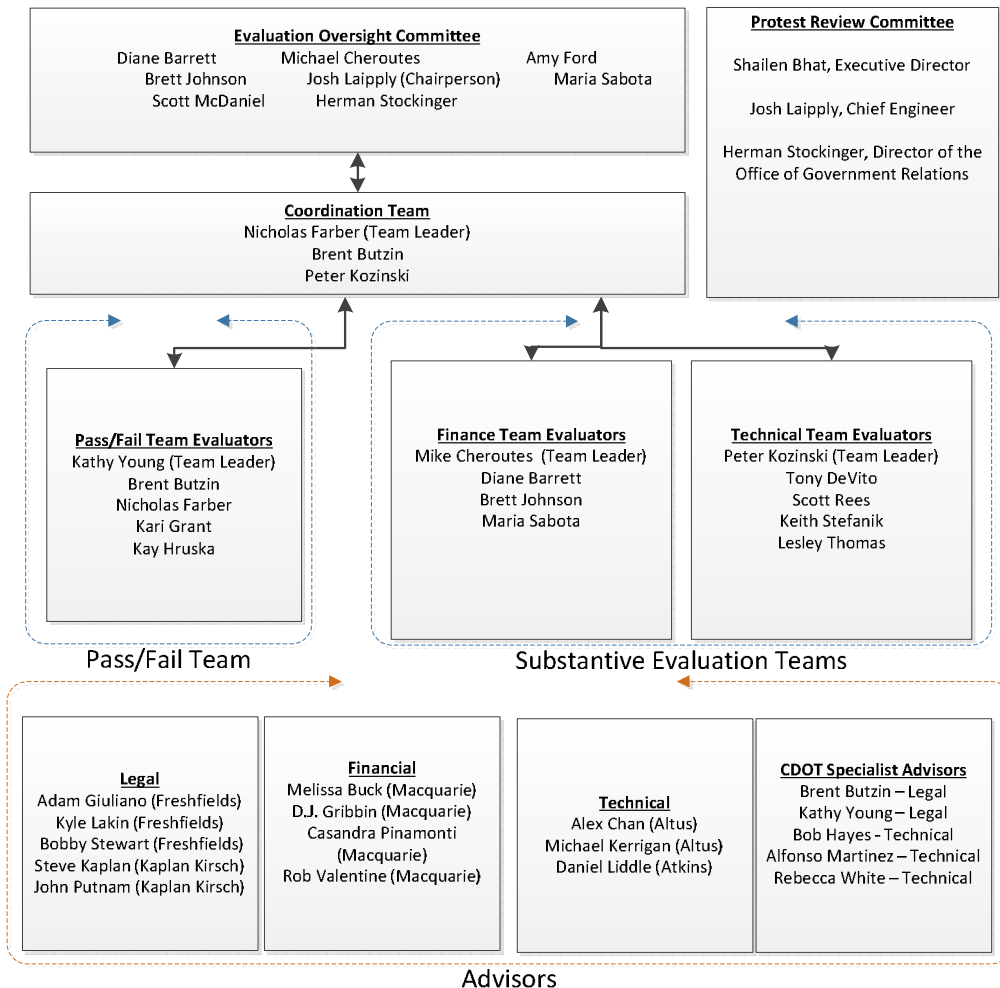
(2) the “Finance Team”,

in accordance with their area of expertise.

Members of the Pass/Fail Team and the Substantive Evaluation Teams are referred to as “Evaluators” in this Manual. Members of the EOC and the Coordination Team, the Evaluators and the Advisors are referred to as “Participants” in this Manual.

(b) The EOC, the Coordination Team and each Evaluation Team may request the input of experts (“Advisors”) to advise on discrete matters with respect to the evaluation process. Those Advisors that have been identified prior to commencement of the evaluation process are named in Figure 1. However, additional Advisors may be designated at any time during the evaluation process by the Coordination Team if matters requiring expert input are identified during the process that are not within the area of the expertise of the Evaluators and/or the Advisors named in Figure 1.

- (c) The organizational chart in Figure 1 illustrates the above organizational structure for the evaluation process, sets out the name of each Participant identified prior to commencement of the evaluation process and identifies which Evaluators will serve as Team Leaders.



**Figure 1: Organizational Chart**

- (d) If (i) any Participant (including an Evaluator) is unable to perform his or her responsibilities, (ii) additional Evaluators are necessary to evaluate the SOQs more completely or to complete the evaluation within the anticipated timeframe set out in the Evaluation Schedule set out in Section 2.3 below or (iii) additional personnel are necessary to enable the Coordination Team to perform its responsibilities more efficiently, then, to the extent the Coordination Team determines necessary, the Coordination Team will take whatever steps necessary to arrange for substitution or supplementation of personnel.
- (e) Representatives of the Federal Highway Administration and any other observers approved by the Coordination Team may attend the meeting to present the short-listing recommendation report to the EOC as referred to in Section 2.2(f) below. However, no such observer will participate in (or be required to approve) the EOC's decision as to which Proposers should be short-listed.

## 2.2 Overview of the Evaluation Process

- (a) This Section 2.2 sets out an overview of the evaluation process. It should be read in conjunction with the relevant detailed sections that follow describing the specific steps within this process.
- (b) Training Meeting: Before the SOQs are provided to any Evaluation Team, each Participant (other than members of the EOC who are not also Evaluators) shall participate in comprehensive evaluator training (the “SOQ Evaluation Training Meeting”) to familiarize him/herself with the evaluation process.
- (c) Initial Pass/Fail Evaluation: The Pass/Fail Team will evaluate each SOQ against Pass/Fail Evaluation Criteria No. (1) and No. (2) set out in Section 7.2 of Part B of the RFQ (the “Initial Pass/Fail Evaluation Criteria”). Based on the Pass/Fail Team’s evaluation, the Coordination Team will determine which SOQs will proceed to Substantive Evaluation. More detailed guidance on how this evaluation is to be conducted is set out in Section 8 below.
- (d) Substantive Evaluation: The Substantive Evaluation Teams will evaluate and score the SOQs that proceed to Substantive Evaluation against the Substantive Evaluation Criteria set out in Part C of the RFQ. More detailed guidance on how this evaluation is to be conducted is set out in Section 9 below.
- (e) Recommendation Report: After reviewing the results of the Substantive Evaluation, the Coordination Team will calculate the total score of each SOQ evaluated by the Substantive Evaluation Teams and the Coordination Team will confirm that each such SOQ satisfies all of the Remaining Pass/Fail Evaluation Criteria (as defined in Section 10.1 below). More detailed guidance on how this calculation is to be made and how this confirmation is to be provided is set out in Section 10 below. The Coordination Team will then deliver a report including the total scores and the records of each Evaluation Team’s evaluation to the EOC (the “Recommendation Report”).
- (f) Short-listed Proposer Selection: The Coordination Team and other Participants selected by the Coordination Team will present the results provided in the Recommendation Report to the EOC and respond to any questions that the EOC may have regarding the Recommendation Report or the evaluation process. Based on its review of the Recommendation Report and this presentation, the EOC will select no more than four Proposers to be Short-listed Proposers in accordance with Section 7.3 of Part B of the RFQ. The Coordination Team will then arrange for Proposers to be notified, and a formal announcement to be made, of the results of the evaluation process. More detailed guidance on this review and presentation is set out in Section 10 below.

## 2.3 Schedule

- (a) The evaluation process is anticipated to take place in accordance with the evaluation schedule set out below (the “Evaluation Schedule”).

<b>Event</b>	<b>Date/Time (Note: all times are MST)</b>
SOQ Evaluation Training Meeting	June 16, 2015 (10:30 am)
Submission of SOQs	
Deadline for SOQ submission	June 22, 2015 (4:00 pm)
Issuance of list of Core Proposer Team Members to all Participants	By June 23, 2015 (9:00 am)
Participants to submit Conflict of Interest Statements to Coordination Team	By June 23, 2015 (5:00 pm)
Initial Pass/Fail Evaluation	
Delivery of SOQs to Pass/Fail Team	By June 23, 2015 (9:00 am) <sup>1</sup>
Delivery of initial Pass/Fail Evaluation Worksheets to the Coordination Team	By June 24, 2015 (5:00 pm)
Coordination Team meeting to confirm which SOQs will proceed to Substantive Evaluation	June 24, 2015 (5:00 pm)
Delivery of updated Pass/Fail Evaluation Worksheets to the Coordination Team	Following receipt of all Pass/Fail Evaluation RFC responses from Proposers
Substantive Evaluation	
Delivery of SOQs to Substantive Evaluation Teams	June 25, 2015 (9:00 am) <sup>2</sup>
Third Party Reference Interviews	To be conducted as and when appropriate, but no later than week commencing July 6, 2015 <sup>3</sup>
Submission of Financial Advisors’ and Legal Advisors’ Reports	By July 10, 2015
RFC Issuance Deadline	July 10, 2015
Substantive Evaluation Team Coordination Meetings	To be conducted as and when appropriate, but no later than week commencing July 13, 2015
Proposer Interviews (if required)	To be conducted as and when appropriate, but no later than week commencing July 13, 2015 <sup>4</sup>
Delivery of Substantive Evaluation Worksheets to Coordination Team	July 20, 2015
Delivery of Recommendation Report by the Coordination Team to the EOC	July 22, 2015
Meeting to present Recommendation Report to the EOC and Q&A Session	July 23, 2015
<b><u>EOC Selection and Announcement of Short-listed Proposers</u></b>	July 24, 2015

<sup>1</sup> Delivery of SOQs to Pass/Fail Team Evaluators should only occur following receipt by Coordination Team of Conflict of Interest Statements from Evaluators and, if necessary, resolution of any actual or potential conflicts.

<sup>2</sup> Delivery of SOQs to Substantive Evaluation Team Evaluators should only occur following (i) receipt by Coordination Team of Conflict of Interest Statements from Evaluators and, if necessary, resolution of any actual or potential conflicts and (ii) completion of initial Pass/Fail Evaluation and confirmation by the Coordination Team that an SOQ may proceed to Substantive Evaluation.

<sup>3</sup> It is anticipated that such interviews would be conducted during the course of the evaluation process and in any event prior to the initial Coordination Meeting discussions.

<sup>4</sup> It is anticipated that any such interviews would be conducted towards the end of the evaluation process (possibly after initial Coordination Meeting discussions).

- (b) The Coordination Team may modify the Evaluation Schedule with notice to the relevant Participants (including for the purposes of ensuring comprehensive and/ or more efficient completion of the evaluation process).

### **3. Rules Applicable to All Participants**

- 3.1 Each Participant (other than members of the EOC who are not also Evaluators) will review this Manual and the RFQ prior to the SOQ Evaluation Training Meeting. Any questions that such a Participant may have regarding the evaluation criteria or the process set out in this Manual should be raised at the SOQ Evaluation Training Meeting.
- 3.2 Before being allowed access to the SOQs or (in the case of members of the EOC who are not also Evaluators) before delivery to them of the Recommendation Report, each Participant will execute a Conflict of Interest Statement in accordance with, and as defined in, Section 5 below. Initial Participants should return the executed Conflict of Interest Statement by the deadline in the Evaluation Schedule, which is by 5:00p.m. on June 23, 2015. Each Participant will comply with any confidentiality obligations set out in the Conflict of Interest Statement signed by the Participant and disclose to the Coordination Team any potential conflict of interest (as defined in the form of Conflict of Interest Statement attached as Exhibit 1) that he or she becomes aware of at any time during the evaluation process (whether or not initially disclosed in such Participant's Conflict of Interest Statement).
- 3.3 Except when an SOQ is checked out for review, the Coordination Team will store all SOQs in accordance with Section 6 below. Participants shall at all times comply with Section 6 below regarding security of the SOQs and evaluation materials and meetings. Participants shall not make copies of the SOQs.
- 3.4 Unless (i) required by law otherwise or (ii) to other Participants, for purposes of fulfilling his/her responsibilities described in this Manual, Participants shall not disclose any information regarding (a) the contents of the SOQs, (b) the review and fact-finding, or any decision, of any Evaluation Team, the Coordination Team, the EOC or the Protest Review Committee or (c) any other information relating to the evaluation process. During the course of the Substantive Evaluation, unless agreed otherwise by the Coordination Team, members of the Finance Team and the Technical Team should not discuss with each other their respective findings and scoring of the SOQs. Only the Procuring Authorities' Contact Person, at the direction of the EOC, may release such information either as contemplated in this Manual and the RFQ or through official CDOT communication channels.
- 3.5 If any Participant has any question regarding the SOQ evaluation process, he or she should raise such question with his/her Team Leader or the Coordination Team, as appropriate, and where appropriate the Procuring Authorities' internal and/or external legal advisors should be consulted in relation to the relevant matter.

### **4. Additional Responsibilities of Team Leaders and Evaluators**

- 4.1 Team Leaders will coordinate the meetings of their respective Evaluation Teams (including meetings to identify and discuss the issuance of potential RFCs (as defined in Section 7.1 below) to Proposers), lead discussions at these meetings and ensure that the results and records of their Evaluation Team's review are maintained and delivered to the Coordination Team in accordance with this Manual, including the Evaluation Schedule.
- 4.2 Team Leaders will serve as a point of contact if an Evaluator has questions relating to the evaluations. Each Team Leader will coordinate requests by Evaluators for input from the Coordination Team and Advisors and/or for the issuance of RFCs to Proposers, in each case

in accordance with Section 7 below, and will facilitate the participation of Advisors at meetings as may be necessary during the course of the evaluation process.

4.3 In all cases, Evaluators will evaluate each SOQ in a fair, consistent and rational manner and record the results of such evaluation consistent with the procedures outlined in this Manual.

4.4 The SOQs will be evaluated based on the criteria set forth in the RFQ, using the evaluation methodology described in this Manual.

## 5. **Confidentiality Agreement and Conflict of Interest Certificate**

5.1 At the SOQ Evaluation Training Meeting, Participants will be made fully aware of the importance of confidentiality safeguards.

5.2 Upon receipt of the SOQs, the Coordination Team will provide a list of each Core Proposer Team Member identified in each SOQ to all Participants. After reviewing this list, each proposed Participant will execute a Conflict of Interest/Confidentiality Statement in the form attached as Exhibit 1 (a "Conflict of Interest Statement") and submit the executed statement to the Coordination Team in accordance with the Evaluation Schedule.

5.3 The Coordination Team, in consultation with the Procuring Authorities' legal advisors, will review all Conflict of Interest Statements to check that they are in the required form and whether or not such statements disclose any actual or potential conflicts of interest. The Coordination Team will resolve any indications of actual or potential conflicts of interest in consultation with the Procuring Authorities' legal advisors. If the Coordination Team determines that a conflict of interest cannot be resolved, the Participant with the conflict will not be permitted to participate in the SOQ evaluation process.

5.4 A person required to execute a Conflict of Interest Statement will not be permitted to participate in:

(a) the review of his/her Conflict of Interest Statement or the decision-making process relating to any disclosure contained therein, as contemplated by Section 5.3 above; or

(b) the SOQ evaluation process until a statement in the required form has been executed and submitted to the Coordination Team and any actual or potential conflict of interest has been resolved.

## 6. **Security of Work Area**

6.1 The Coordination Team will acknowledge receipt of each SOQ in accordance with Section 6.1 of Part B of the RFQ.

6.2 Upon receiving the SOQs, the Coordination Team will log each original SOQ and each copy of each SOQ. The Coordination Team will arrange an appropriate process for "checking out" and "checking in" copies of the SOQs for review by Evaluators within the private meeting rooms referenced in Section 6.5 below. At all other times, the SOQs, copies of SOQs and other evaluation materials will be locked in a secured storage area/container or kept securely on premises under control of the Coordination Team.

6.3 When working with the SOQs and evaluation materials, each Participant will keep all of the materials under his or her direct control and secured from others not associated with his or her Evaluation Team (which may include keeping the SOQs and evaluation materials securely overnight at the location where those materials are being worked on). The SOQs or



evaluation materials will not be shared with any person outside of members of the Coordination Team and the Evaluation Teams, except as expressly permitted in accordance with this Manual.

- 6.4 When using computers to review any SOQ material or evaluation material, files containing SOQ material or other evaluation material will not be stored on non-removable hard disks. All material prepared in the course of the evaluation should be stored on removable USB memory sticks and kept secured with the hard copies of SOQs and evaluation material at the location referred to in Section 6.2 above. Email may be used to seek guidance from Advisors and to coordinate the evaluation process in accordance with this Manual.
- 6.5 The Coordination Team will reserve one or more private meeting rooms for all reviews, evaluations, discussions and other activities pertaining to the evaluation of the SOQs. Only Participants will be authorized to be admitted to these rooms when evaluations are taking place. If a situation arises that requires an individual who is not a Participant to be admitted to the evaluation area, all discussions will be discontinued and all paperwork either properly stored or otherwise safeguarded until such personnel have departed the work area.
- 6.6 At the conclusion of the evaluation process, no Participant will be permitted to retain any work papers, notes or any part of the SOQs, except that the Coordination Team will retain the Recommendation Report and other SOQ evaluation records as directed by the Coordination Team. Each Participant should note that all records related to the evaluation process are potentially subject to the Colorado Open Records Act (§ 24-72-201 et seq., C.R.S.) (“CORA”), the *CDOT Colorado Open Records Procedure and Fee Schedule*, CDOT Procedural Directive 25.1 and the Colorado High Performance Transportation Enterprise Open Records Policy with Regard to Public-Private Partnerships, which is anticipated to be adopted by the HPTTE Board in July 2015.

## 7. **Clarifications, Advisor Input and Interviews**

### 7.1 Requests for Clarification from Proposers

- (a) The only person authorized to communicate with Proposers on matters relating to the procurement of the Project (including matters arising out of the evaluation process) is the Procuring Authorities’ Contact Person in accordance with the RFQ.
- (b) During any stage in the evaluation process, an Evaluator may submit a question to his/her Team Leader if the Evaluator considers that a SOQ contains an omission or lack of clarity that the Evaluator believes should be clarified by the relevant Proposer. If the Team Leader and the Evaluator agree that a clarification or additional information should be sought from a Proposer, the Team Leader will submit to the Coordination Team a written request for clarification or information (“RFC”) in the form of Exhibit 7.
- (c) The Coordination Team and the relevant Evaluators will discuss the proposed RFC with appropriate Participants and, as directed by the Coordination Team, the Procuring Authorities’ Contact Person will contact the relevant Proposer to seek such clarification or additional information in accordance with Sections 7.1.2 and 7.1.3 of Part B of the RFQ.
- (d) The Coordination Team may also decide in its discretion to issue an RFC and direct the Procuring Authorities’ Contact Person to contact the relevant Proposer to seek such clarification or additional information in accordance with Sections 7.1.2 and 7.1.3 of Part B of the RFQ.

## 7.2 Role of Advisors

- (a) The EOC, the Coordination Team and the Evaluation Teams may, in their discretion, seek advice from Advisors with respect to discrete issues (which advice may be requested and/or given by phone and/or email). Advisors may also be requested to attend one or more meetings of the EOC, the Coordination Team or an Evaluation Team to be available to answer questions with respect to issues arising during a meeting.
- (b) Advisors may discuss issues with the EOC, the Coordination Team and Evaluators and provide advice on such issues, but Advisors will not evaluate or score an SOQ or make any recommendation with respect to scoring an SOQ, unless such Advisor is also a member of an Evaluation Team.
- (c) By the date identified in the Evaluation Schedule, the Financial Advisors will prepare and submit to the Coordination Team a report in relation to the information provided by each Proposer in its SOQ in accordance with Section 2.2 of the Volume 1 Requirements and Sections 3.1, 3.2, 3.3, 4.1, 4.2, 4.3 and 4.4 of the Volume 2 Requirements, including the extent to which such information (i) complies with Sections 2.2 to 2.6 of Part D of the RFQ, as applicable, and (ii) demonstrates the matters set out in Section 2.1.b of the table set out in Part C of the RFQ. The Coordination Team will (i) provide this report to the Finance Team for consideration in its Substantive Evaluation of each SOQ (as discussed in Section 9 below) and (ii) to the extent appropriate, consider this report in connection with its determination of whether each Proposer has “passed” the Remaining Pass/Fail Evaluation Criteria (as discussed in Section 10 below).
- (d) By the date identified in the Evaluation Schedule, the Legal Advisors will prepare and submit to the Coordination Team a report in relation to the information provided by each Proposer in its SOQ in accordance with Sections 3.1, 3.2 and 3.3 of the Volume 1 Requirements. The Coordination Team will, to the extent appropriate, consider this report in connection with its determination of whether each Proposer has “passed” the Remaining Pass/Fail Evaluation Criteria and its preparation of the Recommendation Report (as discussed in Section 10 below).

## 7.3 Third Party Reference Interviews

- (a) During the Substantive Evaluation, each Team Leader will identify one or more third party references listed in a Proposer’s SOQ in relation to its Reference Projects and Key Personnel to be contacted and, if available, interviewed using the interview worksheets attached as Exhibit 3 (in the case of Reference Project references) and Exhibit 4 (in the case of Key Personnel references). Such interviews will be conducted by Participants identified by the Coordination Team.
- (b) Once these interviews have been conducted, copies of the completed interview worksheets will be delivered to the Coordination Team. The Coordination Team will then deliver a copy of the completed worksheets to each Evaluator who is a member of a Substantive Evaluation Team.

## 7.4 Interviews with Proposers

- (a) After the Team Coordination Meetings referred to in Section 9 below, the Coordination Team will discuss with the Team Leaders of the Substantive Evaluation Teams whether it may be appropriate for the Procuring Authorities to request an

interview with one or more Proposers in accordance with Sections 7.1.2 and 7.1.4 of Part B of the RFQ and the Evaluation Schedule.

- (b) The Coordination Team will then discuss with appropriate Advisors and other Participants whether to request such an interview. If the Coordination Team determines to request an interview, guidance will be developed for the interview process and its incorporation into the evaluation process.

## 8. **Pass/Fail Evaluation**

8.1 The Pass/Fail Team will evaluate each SOQ to determine whether it complies with the Initial Pass/Fail Evaluation Criteria set out in No. (1) and No. (2) of Section 7.2 of Part B of the RFQ.

8.2 The Team Leader will assign each SOQ to one or more Evaluators on the Pass/Fail Team for initial review. The Evaluator(s) of an SOQ will complete the Pass/Fail Worksheet included in Exhibit 2 and deliver it to the Team Leader. The Team Leader may instigate such checking procedures as are determined appropriate to ensure that such evaluation is comprehensively and correctly completed.

8.3 The Team Leader will collect each completed Pass/Fail Worksheet and review it for completeness and, if complete, request that each Evaluator on the Pass/Fail Team sign, and thereby certify the results recorded in, the Pass/Fail Worksheet. The Team Leader will then discuss with the Evaluators (and, to the extent determined appropriate, any of the Advisors) whether it may be appropriate to issue any RFCs to any Proposers in connection with the Pass/Fail Evaluation.

8.4 Following such review and discussion, the Team Leader will prepare a preliminary report that lists each Proposer and reports whether, in the view of the Pass/Fail Team:

- (a) such Proposer has achieved a “pass” with respect to each Initial Pass/Fail Evaluation Criteria; or
- (b) any RFCs should be issued to any of the Proposers.

The Team Leader will deliver this preliminary report and all completed Pass/Fail Worksheets to the Coordination Team for review.

8.5 Based on this review, the Coordination Team will determine whether:

- (a) each Proposer has achieved a “pass” with respect to each Initial Pass/Fail Evaluation Criteria;
- (b) any RFCs should be issued to any of the Proposers;
- (c) in accordance with Section 8.6 below, each Proposer’s SOQ may proceed to Substantive Evaluation in accordance with Section 9 below.

8.6 Subject to any determination of the Coordination Team to exercise any of the reserved rights of the Procuring Authorities set out in Section 9 of Part B of the RFQ, each Proposer is required to obtain a “pass” (defined as having fully complied with a criterion) on all Initial Pass/Fail Evaluation Criteria in order for its SOQ to then be evaluated in accordance with the Substantive Evaluation process. However, the Coordination Team may also determine that the Substantive Evaluation of a SOQ may commence if it anticipates that a Proposer is likely to obtain a “pass” on all Initial Pass/Fail Evaluation Criteria following receipt of responses

from that Proposer to any RFCs issued to it arising out of the Pass/Fail Evaluation (provided that the Coordination Team may subsequently determine that the Substantive Evaluation should cease if satisfactory responses to such RFCs are not received and, in any event, without prejudice to the requirement that (subject to the exercise of any of the reserved rights of the Procuring Authorities set out in Section 9 of Part B of the RFQ) a Proposer may not be selected as a Short-listed Proposer if its SOQ does not satisfy all Pass/Fail Evaluation Criteria).

8.7 Following receipt of Proposers' responses to any RFCs issued in connection with the Pass/Fail Evaluation as contemplated in this Section 8, the Team Leader of the Pass/Fail Team (with the assistance of the Pass/Fail Team) will:

- (a) prepare a final report that reports the Pass/Fail Team's views as to whether each Proposer has achieved a "pass" with respect to each Initial Pass/Fail Evaluation Criteria (taking into account RFC responses received);
- (b) update the Pass/Fail Worksheets to reflect RFC responses received;
- (c) request that each Evaluator on the Pass/Fail Team sign, and thereby certify the results recorded in, the updated Pass/Fail Worksheets; and
- (d) deliver the final report and updated Pass/Fail Worksheets to the Coordination Team for review.

## 9. **Substantive Evaluation**

9.1 Upon receipt of the SOQs that will proceed to Substantive Evaluation, the Substantive Evaluation Teams:

- (a) will review each such SOQ to determine the merits of such Proposer's overall qualifications, experience and approach by reference to the Substantive Evaluation Criteria set forth in Part C of the RFQ; and
- (b) will also consider Demonstrated Performance where indicated in the Substantive Evaluation Criteria, as further described in Part C of the RFQ.

9.2 The Technical Team will evaluate each SOQ against each subcriteria of the Technical Criteria set out in the table of Substantive Evaluation Criteria set out in Part C of the RFQ, and the Finance Team will evaluate each SOQ against each subcriteria of the Financial Criteria set out in the table of Substantive Evaluation Criteria set out in Part C of the RFQ. Further guidance on how to conduct such review and evaluation is set out in Exhibit 5.

9.3 Evaluators should review each SOQ and consider the SOQ against each scored component of the subcriteria of the relevant Substantive Evaluation Criteria.

9.4 Each Team Leader will notify its Substantive Evaluation Team of the date and time of one or more team coordination meetings (the "Team Coordination Meeting(s)") to be held in accordance with the Evaluation Schedule.

9.5 Each Evaluator (and any Advisor requested by the Team Leader) will attend the Team Coordination Meeting(s) of its Evaluation Team (attendance may be by phone). At the Team Coordination Meeting(s), the Substantive Evaluation Teams will, by reaching a consensus, assign a numerical score (the "Subcriteria Score") to each SOQ with respect to each scored component of the subcriteria of the Substantive Evaluation Criteria relevant to its Evaluation Team, together with the reasons that justify the SOQ achieving this Subcriteria Final Score.

The Team Leader will (i) for each SOQ that has proceeded to Substantive Evaluation, complete a Substantive Evaluation Worksheet in the form set out in Exhibit 6 in respect of each scored component of each subcriteria by documenting the Subcriteria Score and the agreed reasons, (ii) request that each Evaluator on its Evaluation Team sign, and thereby certify the results recorded in, the relevant Substantive Evaluation Worksheets and (iii) deliver the final certified Substantive Evaluation Worksheets to the Coordination Team for inclusion in the Recommendation Report.

- 9.6 Subcriteria Scores must be assigned in whole integers and may not allocate more points for a scored component of a subcriteria than the maximum number of points that may be assigned pursuant to Part C of the RFQ.

## 10. **Recommendation Report and Selection**

- 10.1 The Coordination Team will review the final Substantive Evaluation Worksheets delivered in accordance with Section 9.5 above. The Coordination Team will also determine if any SOQ that proceeded to Substantive Evaluation fails to achieve a “pass” with respect to each of Pass/Fail Evaluation Criteria (3), (4) and (5) set out in Section 7.2 of Part B of the RFQ (the “Remaining Pass/Fail Evaluation Criteria”).

- 10.2 Based on the Subcriteria Scores assigned by each Substantive Evaluation Team, the Coordination Team will calculate and insert in the Recommendation Report the aggregate of the Subcriteria Scores assigned to each SOQ, determine the relative final rankings of the Proposers based on their aggregate Subcriteria Scores and compile the remainder of the Recommendation Report. Taking into account (i) the final report prepared by the Pass/Fail Team in accordance with Section 8.7 above and (ii) the determination made in relation to the Remaining Pass/Fail Criteria in accordance with Section 10.1 above, the Coordination Team will also confirm in the Recommendation Report whether each SOQ has satisfied all Pass/Fail Evaluation Criteria. The Coordination Team will deliver a copy of the completed Recommendation Report to each member of the EOC for review.

- 10.3 The Coordination Team and other Participants selected by the Coordination Team will present the results provided in the Recommendation Report to the EOC and respond to any questions that the EOC may have regarding the Recommendation Report or the evaluation process.

- 10.4 Based on its review and the presentation of the Coordination Team, and subject to any decision of the EOC to exercise the reserved rights of the Procuring Authorities set out in Section 9 of Part B of the RFQ, the EOC will select no more than four Short-listed Proposers from the Proposers that submitted SOQs that (i) satisfied all Pass/Fail Evaluation Criteria and (ii) are highest ranked based on the aggregate of Subcriteria Scores assigned to their SOQs in accordance with Section 7.3 of Part B of the RFQ, the Substantive Evaluation Criteria and the procedures set out in this Manual.

- 10.5 As directed by the Coordination Team, the Procuring Authorities’ Contact Person will notify all Proposers of the results of the evaluation process and a formal announcement of such results will be made through official CDOT communication channels.

## 11. **Protests and Debriefing; Amendments to Procedure**

- 11.1 If any Proposer submits a protest or requests a debriefing in accordance with Section 8 of Part B of the RFQ, the Protest Review Committee or the Coordination Team may request any Participant to assist or participate in the review of such protest by the Protest Review Committee or in such debriefing. Additional details regarding any such assistance or

participation will be provided at the time of the Protest Review Committee's or the Coordination Team's request.

- 11.2 Any document required to be completed in a form attached as an Exhibit to this Manual may be completed in a form substantially similar to the form attached and/or with such changes as may be approved by the Coordination Team. To the extent the Coordination Team determines it appropriate, the Coordination Team may permit or require amendment to any procedure in this Manual as long as such amendments do not violate applicable law and are consistent with the RFQ. The Coordination Team shall notify each Participant of any amendment to the procedures in this Manual, as appropriate, and document any such amendment in the Recommendation Report.

# EXHIBIT 1

## FORM OF CONFLICT OF INTEREST STATEMENT

### CONFLICT OF INTEREST/CONFIDENTIALITY STATEMENT

I, the undersigned, am a Participant (as such term is defined in the SOQ Evaluation Manual for the I-70 East Project, dated June 22, 2015, the “Manual”) in the evaluation process for SOQs submitted in response to the Request for Qualifications to Design, Build, Finance, Operate and Maintain the I-70 East Project (the “Project”) issued on March 25, 2015 (as modified by the addendum dated May 29, 2015, the “RFQ”). Capitalized terms that are used below but not defined in this statement have the meaning given them in the RFQ or the Manual, as the case may be.

Further, whether I am an employee of the State of Colorado, a consultant or local agency representative assisting in the evaluation of the SOQs, I represent as follows:

1. I have received copies of each of the RFQ and the Manual and the list of Core Proposer Team Members distributed in accordance with the Manual.
2. I have a professional interest in seeing that the evaluation and scoring of SOQs can be supported and defended, and that such evaluation and scoring by the Evaluation Teams will lead to the selection of the highest scoring Short-listed Proposers, taking into consideration the evaluation criteria set out in the RFQ. *[Paragraph to be deleted from statements signed by Advisors and subsequent paragraphs to be re-numbered (including cross-references within paragraph 3 below)]*
3. I hereby:
  - (a) certify that, except as disclosed on the attached disclosure statement form, I do not have a conflict of interest (a “conflict of interest”), either real or apparent, as a result of a direct or indirect financial interest (i) in any Proposer or any Core Proposer Team Member of any Proposer or (ii) that would otherwise conflict in any manner or degree with my responsibilities outlined in the RFQ and the Manual;
  - (b) certify that, to the best of my knowledge, no member of my immediate family (spouse or children) or other family members who are in my household nor my employer or (if applicable) any partners in any firm, partnership or joint venture of which I am also a partner have a conflict of interest, either real or apparent, as a result of a direct or indirect financial interest (i) in any Proposer or any Core Proposer Team Member of any Proposer or (ii) that would otherwise conflict in any manner or degree with my responsibilities outlined in the RFQ and the Manual;
  - (c) agree that, during the evaluation process contemplated by the RFQ and the Manual, I shall not acquire any direct or indirect financial interest of the type referred to in 3(a)(i) or (ii) above and further agree that members of my immediate family and other family members who are in my household are subject to the same restrictions.

I acknowledge, however, that owning publicly traded shares in stock of any Proposer or Core Proposer Team Member or any other entity that are selected and administered by a third person (e.g. a mutual fund or retirement plan) would not constitute having such a direct or indirect financial interest as contemplated in 3(a) and (b) above.

4. Unless required by law otherwise and except as expressly permitted by the Manual, I shall not disclose any information regarding the contents of the SOQs or the review and fact-finding, or any decision, of any Evaluation Team, the Coordination Team, the EOC or the Protest Review Committee, or any other information relating to the evaluation process contemplated by the RFQ and the Manual. I acknowledge that only the Procuring Authorities' Contact Person may disclose such information in accordance with the RFQ. *[Paragraph to be deleted from statements signed by Advisors who are otherwise bound by confidentiality obligations in contracts of engagement with CDOT and/or the Procuring Authorities]*
5. Notwithstanding termination of my current employment or other disassociation from the conduct by the Procuring Authorities of the evaluation process contemplated by the RFQ and the Manual, I acknowledge that I may not participate in the development of a SOQ or Proposal on behalf of any Proposer or Core Proposer Team Member.
6. If at any time I should become aware of any situation, which exists as the date of this statement or does or might arise in the future, that could alter any of the representations above, or that might otherwise create the appearance of a conflict of interest (as defined above), I will notify the Coordination Team immediately.

Name (print): \_\_\_\_\_

Title (print): \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## **DISCLOSURE STATEMENT FORM<sup>5</sup>**

Section I of this Disclosure Statement Form sets out each potential conflict of interest (as defined in the statement to which this form is attached), either real or apparent, that I am required to disclose by the terms of such statement. Section II of this Disclosure Statement Form describes the management plan currently in place for dealing with each such conflict of interest as described in Section I of this form.<sup>6</sup> I acknowledge that the EOC may require revisions to the management plan described in Section II of this form prior to approving it and that the EOC has the right, in its sole discretion, to limit or prohibit my involvement in the Project as a result of the potential conflicts of interest described in Section I of this form.

### **1. SECTION I – DESCRIPTION OF POTENTIAL CONFLICT OF INTEREST**

### **2. SECTION II – MANAGEMENT PLAN FOR DEALING WITH POTENTIAL CONFLICT OF INTEREST**

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<sup>5</sup> Attach additional pages as necessary.

<sup>6</sup> Leave Section II blank if no such plan is currently in place.

## EXHIBIT 2 PASS/FAIL WORKSHEET<sup>7</sup>

Proposer \_\_\_\_\_

No.	Initial Pass/Fail Evaluation Criteria	RFQ Sec. Ref.	Pass	Fail	Comments
(1)	SOQ submitted at the SOQ Submission Location on or before the SOQ Deadline.	<u>Section 6.1.1 of Part B</u>			
(2)	SOQ complies with all Pass/Fail Evaluation Criteria set out in Annex A of the Submittal Letter, as independently verified by the completed worksheet attached after the certification below.	Annex A to the Form of Submittal Letter			[All Pass/Fail Evaluation Criteria set out in Annex A to the Form of Submittal Letter were passed, other than Nos. [ ], [ ] listed, and for the reasons detailed, in the worksheet below] <sup>8</sup>

The Evaluators constituting the Pass/Fail Team are of the consensus opinion that<sup>9</sup>

[the SOQ submitted by the Proposer named above has satisfied all of the Initial Pass/Fail Evaluation Criteria.]

[, assuming the receipt of satisfactory outstanding responses to any RFCs issued to the Proposer named above in connection with the Pass/Fail Evaluation, the SOQ submitted by such Proposer will have satisfied all of the Initial Pass Fail Evaluation Criteria.]

[the SOQ submitted by the Proposer named above has not satisfied all of the Initial Pass/Fail Evaluation Criteria.]

\_\_\_\_\_  
**Evaluator Name**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date<sup>10</sup>**

<sup>7</sup> This worksheet will be completed by the Pass/Fail Team with respect to each SOQ and the completed worksheets will be delivered to the Coordination Team together with the final report for review, as further described in Section 8 of the Manual.

<sup>8</sup> Delete or complete as appropriate.

<sup>9</sup> Delete opinion statements that do not apply.

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**Evaluator Name**

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**Evaluator Name**

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**Signature**

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**Signature**

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**Date**

---

**Date**

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<sup>10</sup> Copy signature blocks as necessary for each Evaluator on the team.

**PASS/FAIL EVALUATION CRITERIA NO.2 WORKSHEET**

No.	Pass/Fail Evaluation Criteria	RFQ Reference	Included in SOQ?	Complete, within the page limit <sup>11</sup> or otherwise in the form required?	Comments <sup>12</sup>
(1)	SOQ conforms to all RFQ instructions regarding organization, format and content.	<u>General Requirements, Financial Requirements and SOQ Submission Requirements</u>			
	(a) The SOQ is printed on 8-1/2" x 11" sized white paper with at least 1" margins.	<u>Section 1.1.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>13</sup> )	
	(b) Fonts used in the SOQ (other than for text in any pre-existing or third party materials, such as published financial statements or letters of support, or on the cover and spine of any ring binder) is (A) no smaller than twelve-point (or 9-point font in any table, graphic or chart), (B) any of standard-form Arial, Helvetica or Times New Roman and (C) in black (other than in any heading, table or graphic).	<u>Section 1.1.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>14</sup> )	
	(c) Line spacing (paragraph formatting) shall have 0 points before each line, 6 points after each line (other than in any table, graphic, chart or Form) and use "single line" spacing.	<u>Section 1.1.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>15</sup> )	

<sup>11</sup> Note that for purposes of any page limit, each printed side shall be considered one page.

<sup>12</sup> Comments should be in sufficient detail to clearly identify any issue(s) and to facilitate a decision whether or not an RFC should be issued to the Proposer in relation to such issue(s).

<sup>13</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check every page of the SOQ to establish satisfaction of this requirement. Note that 11" x 17" pages are allowed for schematics, organizational charts, other drawings or schedules, but not for narrative text.

<sup>14</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check every page of the SOQ to establish satisfaction of this requirement. Note that text in any Forms should retain the format of the template provided in the RFQ.

<sup>15</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check every page of the SOQ to establish satisfaction of this requirement. Note that text in any Forms should retain the format of the template provided in the RFQ.

	(d) Text in any Forms or Annexes should retain the format of the template provided by the Procuring Authorities in the RFQ.	<u>Section 1.1.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>16</sup> )	
	(e) The SOQ is arranged in the order set out in the tables specifying the relevant SOQ Submission Requirements.	<u>Section 1.1.2 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form)	
	(f) Each Volume is sub-divided and tabbed to correspond to the Section numbering set out in the tables specifying relevant SOQ Submission Requirements.	<u>Section 1.1.2 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form)	
	(g) All pages in Volume 1 and those parts of Volume 2 submitted in accordance with Sections 1 and 2 of the Volume 2 Requirements are sequentially numbered.	<u>Section 1.1.3 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>17</sup> )	
	(h) Proposer has submitted:				
	(i) one original and 15 copies of Volume 1 (for a total of 16);	<u>Section 1.2.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Complete)	
	(ii) one original and 6 copies of Volume 2 (for a total of 7); and	<u>Section 1.2.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Complete)	
	(iii) one digital copy of the SOQ in pdf (searchable) format (together with a Microsoft® Word copy of the SOQ Submission Public Statement) on a single, labeled USB flash drive that contains no other materials.	<u>Section 1.2.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Complete <sup>18</sup> )	

<sup>16</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to perform a detailed comparison against the form. Note that the instructions box may be deleted and that Proposers may insert page breaks in Forms or Annexes for presentation purposes, provided that such page breaks do not result in any completed Form or Annex exceeding any applicable page limit.

<sup>17</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check all pages.

<sup>18</sup> Note that, if more than one USB flash drive is required due to file storage limitations, a Proposer may submit two or more USB flash drives accompanied by written guidance as to the division of files between flash drives (a copy of which guidance should also be included in digital format on each flash drive). Note also that a Proposer may submit a separate labeled USB flash drive that contains only a copy of the information of a privately held firm submitted in accordance with Section 4 of the Volume 2 Requirements, provided that such Proposer also submits written guidance as contemplated by the prior sentence.

	(i) Each original and each copy is contained in loose-leaf three ring binders.	<u>Section 1.2.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Complete)	
	(j) Each hard copy original and copy of Volume 1 and Volume 2 are submitted in a separate ring binder apart from each other Volume.	<u>Section 1.2.2 of the General Requirements</u>	n/a	<input type="checkbox"/> (Complete <sup>19</sup> )	
	(k) Volume 2 is further divided into separate sub-Volumes as required by Section 2.1 of the Volume 2 Requirements and each sub-Volume of Volume 2 is contained in one or more separate ring binders apart from each other sub-Volume.	<u>Section 1.2.2 of the General Requirements</u>	n/a	<input type="checkbox"/> (Complete <sup>20</sup> )	
	(l) The front cover and spine of each ring binder shall be marked with the following text (as such text may be adjusted by modifying or, if relevant, deleting the bracketed text):  "I-70 East Project SOQ: [ <i>Proposer's Name</i> ] [[Original]/[Copy No. [ <i>number</i> ]]] of Volume [[1]/[2]], [Sub-Volume for [ <i>name and role (e.g. Equity Member, Lead Contractor, Lead Operator, Lead Engineer, Financially Responsible Party)</i> ] of entity to which sub-Volume relates in accordance with <u>Section 2.1 of the Volume 2 Requirements</u> ] [Binder [ <i>number</i> ] of [ <i>total number</i> ] for such [sub-Volume]"	<u>Section 1.2.3 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form)	
	(m) The SOQ:				
	(i) is exclusively in the English language;	<u>Section 1.3.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>21</sup> )	

<sup>19</sup> Note that, if needed, multiple ring binders can contain a single Volume.

<sup>20</sup> Note that the contents of sub-Volumes prepared in accordance with Section 2.1 of the Volume 2 Requirements for entities that are privately held firms may be submitted in sealed envelopes that are placed in a sleeve that is bound in the appropriate ring binder of such sub-Volume.

<sup>21</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check every page.

	(ii) uses United States customary units of measure; and	<u>Section 1.3.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>22</sup> )	
	(iii) specifies monetary amounts in US dollar denominations.	<u>Section 1.3.1 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>23</sup> )	
	(n) If a Proposer does not include information or materials in its SOQ that are described as required only if certain circumstances apply (and such circumstances do not apply) under any of the SOQ Submission Requirements, such Proposer includes in the relevant section in its SOQ a statement to the following effect: "Section[s] [●] of the Volume [1] [2] Requirement[s] do[es] not apply because [Proposer to insert brief explanation]."	<u>Section 1.3.3 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>24</sup> )	
	(o) There is no electively included information or materials in addition to the information and materials specifically requested in the RFQ.	<u>Section 1.3.4 of the General Requirements</u>	n/a	<input type="checkbox"/> (Required form <sup>25</sup> )	
(1)	Volume 1 of SOQ includes each of the following:				
	(a) Submittal Letter ( <u>Form A</u> );	<u>Section 1.1 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(b) narrative executive summary;	<u>Section 1.2 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (15 page limit)	
	(c) SOQ Submission Public Statement;	<u>Section 1.3.1 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (4 page limit)	

<sup>22</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check every page.

<sup>23</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check every page. Note that additional references may be made to the International System of Units and to monetary amounts in a different base currency provided that any such amounts are also specified in US dollars at an appropriate rate of conversion specified in the SOQ.

<sup>24</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is noted during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check every page.

<sup>25</sup> Evaluators should consider this Pass/Fail Evaluation Criteria satisfied (i.e., the SOQ is in the required form) unless a non-compliance is note during the Evaluators' review of the other Pass/Fail Criteria. Evaluators do not need to check every page.

	(d) Confidential Contents Index ( <u>Form B</u> );	<u>Section 1.3.2 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(e) completed <u>Form C (Information Regarding Proposer)</u> for each of: <sup>26</sup>	<u>Section 2.1.1 of the Volume 1 Requirements</u>	n/a	n/a	
	(i) each Equity Member;	<u>Section 2.1.1.a of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(ii) Lead Contractor;	<u>Section 2.1.1.b of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(iii) Lead Engineer;	<u>Section 2.1.1.c of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(iv) Lead Operator; and	<u>Section 2.1.1.d of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(v) each Financially Responsible Party (if any);	<u>Section 2.1.1.e of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(f) organizational chart (entity level);	<u>Section 2.1.2 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (1 page chart/1 page notes and complete <sup>27</sup> )	

<sup>26</sup> Note that each of (i) to (v) may require the submission of a Form for more than one entity depending on the structure of a Proposer team. Therefore, please ensure that worksheet addresses each entity separately.

<sup>27</sup> Note that the organizational chart should identify each Core Proposer Team Member and, for each such entity, (i) identify interim and ultimate parent companies (up to at least the level of Financially Responsible Parties, where relevant) and (ii) include percentages of equity holdings (actual or anticipated) by each interim and ultimate parent company (up to at least the level of Financially Responsible Parties, where relevant). The Pass/Fail Team should confirm that each Core Proposer Team Member is included and that the chart identifies parent corporations up to at least the level of each Financially Responsible Party identified in the SOQ, as well as each company's percentage of equity holdings in its subsidiaries.



	(g) organizational chart (or charts, if different by time period) identifying Key Personnel and management structures;	<u>Section 2.1.3 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (1 page per chart/1 page of notes per chart and complete <sup>28</sup> )	
	(h) narrative description of Proposer's organizational and management structure;	<u>Section 2.1.4 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (4 page limit)	
	(i) list of names and titles of senior involved personnel;	<u>Section 2.1.5 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Complete <sup>29</sup> )	
	(j) narrative description of: i. current and expected workloads; and ii. with respect to each of the following other than proposed Key Personnel, the availability of non-financial resources, which resources (A) may, in a Proposer's discretion, be relevant to the Procuring Authorities' Substantive Evaluation, and (B) by their nature cannot readily be hired for a particular project, for each of: <sup>30</sup>	<u>Section 2.2 of the Volume 1 Requirements</u> <sup>31</sup>	<input type="checkbox"/>	<input type="checkbox"/> (10 page limit total)	n/a
	(i) each Equity Member;	<u>Section 2.2.a of the Volume 1 Requirements</u>	n/a	n/a	
	(ii) Lead Contractor;	<u>Section 2.2.b of the Volume 1 Requirements</u>	n/a	n/a	

<sup>28</sup> Note that the organizational chart(s) should identify all Key Personnel and Proposer's management structures for the relevant period(s). The Pass/Fail Team should confirm that the chart includes reference to all Key Personnel and management structures.

<sup>29</sup> The Pass/Fail Team should confirm that the list is included and contains a statement regarding exclusivity for each organization listed. The Substantive Evaluation Teams should consider during Substantive Evaluation whether the list is full and complete and the exclusivity statement is responsive to the RFQ requirement.

<sup>30</sup> Note that each of (i) to (vi) may or will require the inclusion in the narrative description of information relating to more than one entity or individual depending on the structure of a Proposer team. However, the Technical Team should consider during Substantive Evaluation whether all required information has been submitted (including information relating to each required entity and individual).

<sup>31</sup> Note that whether the content of such descriptions satisfy Section 2.2 of the Volume 1 Requirements will be the subject of the report of the Financial Advisors referred to in Section 7.3(c) of the Manual.

	(iii) Lead Engineer;	<u>Section 2.2.c of the Volume 1 Requirements</u>	n/a	n/a	
	(iv) Lead Operator;	<u>Section 2.2.d of the Volume 1 Requirements</u>	n/a	n/a	
	(v) Financially Responsible Party (if any); and	<u>Section 2.2.e of the Volume 1 Requirements</u>	n/a	n/a	
	(vi) each proposed Key Personnel;	<u>Section 2.2.f of the Volume 1 Requirements</u>	n/a	n/a	
	(k) either: (i) confirmation of absence of any organizational conflicts of interest; or (ii) narrative description of any such organizational conflicts of interest;	<u>Section 3.1 of the Volume 1 Requirements</u> <sup>32</sup>	<input type="checkbox"/>	n/a	
	(l) completed <u>Form D (Legal Disclosures)</u> ;	<u>Section 3.2.1 of the Volume 1 Requirements</u> <sup>33</sup>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(m) completed <u>Part A (Summary of Certifications) of Form E (Certifications)</u> ;	<u>Section 3.2.2 of the Volume 1 Requirements</u> <sup>34</sup>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(n) completed <u>Part B (Certifications) of Form E (Certifications)</u> for each of: <sup>35</sup>	<u>Section 3.2.3 of the Volume 1 Requirements</u> <sup>36</sup>	n/a	n/a	
	(i) each Equity Member;	<u>Section 3.2.3.a of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	

<sup>32</sup> Note that Section 3.1 of the Volume 1 Requirements will be the subject of the report of the Legal Advisors referred to in Section 7.3(d) of the Manual.

<sup>33</sup> Note that Section 3.2 of the Volume 1 Requirements will be the subject of the report of the Legal Advisors referred to in Section 7.3(d) of the Manual.

<sup>34</sup> Note that Section 3.2 of the Volume 1 Requirements will be the subject of the report of the Legal Advisors referred to in Section 7.3(d) of the Manual.

<sup>35</sup> Note that each of (i) to (v) may require the submission of a Form for more than one entity depending on the structure of a Proposer team. Therefore, please ensure that worksheet addresses each entity separately.

<sup>36</sup> Note that Section 3.2 of the Volume 1 Requirements will be the subject of the report of the Legal Advisors referred to in Section 7.3(d) of the Manual.

	(ii) Lead Contractor;	<u>Section 3.2.3.b of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(iii) Lead Engineer;	<u>Section 3.2.3.c of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(iv) Lead Operator; and	<u>Section 3.2.3.d of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(v) each Financially Responsible Party (if any);	<u>Section 3.2.3.e of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(o) statement regarding the presence (or absence) of anticipated legal issues;	<u>Section 3.3 of the Volume 1 Requirements</u> <sup>37</sup>	<input type="checkbox"/>	<input type="checkbox"/> (1 page limit)	
	(p) completed <u>Form F</u> ( <i>Project Experience</i> ) for each of:	<u>Section 4.1 of the Volume 1 Requirements</u>	n/a	n/a	
	(i) the Equity Members (collectively), with respect to at least 3 but no more than 5 General Reference Projects;	<u>Section 4.1.a of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form & experience on at least 3 but no more than 5 General Reference Projects)	

<sup>37</sup>

Note that Section 3.3 of the Volume 1 Requirements will be the subject of the report of the Legal Advisors referred to in Section 7.3(d) of the Manual.

	(ii) the Lead Contractor (collectively), with respect to at least 4 but no more than 6 General Reference Projects;	<u>Section 4.1.b of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form & experience on at least 4 but no more than 6 General Reference Projects)	
	(iii) the Lead Engineer (collectively), with respect to at least 4 but no more than 6 General Reference Projects; and	<u>Section 4.1.c of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form & experience on at least 4 but no more than 6 General Reference Projects)	
	(iv) the Lead Operator (collectively), with respect to at least 2 but no more than 4 O&M Reference Projects.	<u>Section 4.1.d of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form & experience on at least 2 but no more than 4 O&M Reference Projects)	
	(q) completed <u>Form G</u> (Safety Questionnaire) for each of. <sup>38</sup>	<u>Section 4.2 of the Volume 1 Requirements</u>	n/a	n/a	
	(i) Lead Contractor;	<u>Section 4.2.a of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(ii) Lead Engineer; and	<u>Section 4.2.b of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	

<sup>38</sup> Note that each of (i) to (iii) may require the submission of a Form for more than one entity depending on the structure of a Proposer team. Therefore, please ensure that worksheet addresses each entity separately.

	(iii) Lead Operator;	<u>Section 4.2.c of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(r) completed <u>Form H (Stakeholder and Economic Engagement Questionnaire)</u> ;	<u>Section 4.3 of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (15 page limit & in required form)	
	(s) completed <u>Form I (Key Personnel)</u> , which attaches resumes (including a list of references in the form of <u>Annex A to Form I</u> ) for each of:	<u>Section 4.4 of the Volume 1 Requirements</u>	<input type="checkbox"/> Form I	<input type="checkbox"/> (Required form)	
	(i) Design-Build Manager;	<u>Section 4.4.a of the Volume 1 Requirements</u>	<input type="checkbox"/> Attached Resumes & References	<input type="checkbox"/> (Resumes 2 page limit & references 1 page limit)	
	(ii) Design Manager;	<u>Section 4.4.b of the Volume 1 Requirements</u>	<input type="checkbox"/> Attached Resumes & References	<input type="checkbox"/> (Resumes 2 page limit & references 1 page limit)	
	(iii) O&M Manager;	<u>Section 4.4.c of the Volume 1 Requirements</u>	<input type="checkbox"/> Attached Resumes & References	<input type="checkbox"/> (Resumes 2 page limit & references 1 page limit)	
	(iv) Quality Manager;	<u>Section 4.4.d of the Volume 1 Requirements</u>	<input type="checkbox"/> Attached Resumes & References	<input type="checkbox"/> (Resumes 2 page limit & references 1 page limit)	
	(v) Environmental Manager;	<u>Section 4.4.e of the Volume 1 Requirements</u>	<input type="checkbox"/> Attached Resumes & References	<input type="checkbox"/> (Resumes 2 page limit & references 1 page limit)	

	(vi) Utilities Manager; and	<u>Section 4.4.f of the Volume 1 Requirements</u>	<input type="checkbox"/> Attached Resumes & References	<input type="checkbox"/> (Resumes 2 page limit & references 1 page limit)	
	(vii) Community and Public Relations Manager; and	<u>Section 4.4.g of the Volume 1 Requirements</u>	<input type="checkbox"/> Attached Resumes & References	<input type="checkbox"/> (Resumes 2 page limit & references 1 page limit)	
	(t) statement of technical approach comprised of:	<u>Section 5 of the Volume 1 Requirements</u>	<input type="checkbox"/>	n/a	
	(i) Summary;	<u>Section 5.1.a of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (1 page limit)	
	(ii) Technical Challenges;	<u>Section 5.1.b of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (5 page limit)	
	(iii) Project Plan; and	<u>Section 5.1.c of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (2 page limit)	
	(iv) Public Interest and Engagement Plan;	<u>Section 5.1.d of the Volume 1 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (2 page limit)	
(2)	Volume 2 of SOQ includes each of the following:				
	(a) narrative description of Proposer's organizational and management structure as it relates to financial matters;	<u>Section 1.1 of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (2 page limit)	
	(b) narrative description of the financial capacity available to Proposer for this Project for each of: <sup>39</sup>	<u>Section 1.2 of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (5 page limit in total)	

<sup>39</sup> Note that each of (i) to (v) may require the inclusion in the narrative description of information relating to more than one entity depending on the structure of a Proposer team. However, the Finance Team should consider during Substantive Evaluation whether all required information has been submitted (including information relating to each required entity).

	(i) each Equity Member;	<u>Section 1.2 of the Volume 2 Requirements</u>	n/a	n/a	
	(ii) Lead Contractor;	<u>Section 1.2 of the Volume 2 Requirements</u>	n/a	n/a	
	(iii) Lead Engineer;	<u>Section 1.2 of the Volume 2 Requirements</u>	n/a	n/a	
	(iv) Lead Operator; and	<u>Section 1.2 of the Volume 2 Requirements</u>	n/a	n/a	
	(v) each Financially Responsible Party (if any);	<u>Section 1.2 of the Volume 2 Requirements</u>	n/a	n/a	
	(c) narrative description of the relevant experience of the Core Proposer Team Members on General Reference Projects;	<u>Section 1.3 of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (5 page limit)	
	(d) statement of financial approach;	<u>Section 2 of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (4 page limit)	
	(e) letter of support from each Financially Responsible Party (if any); <sup>40</sup>	<u>Section 3.1 of the Volume 2 Requirements</u> <sup>41</sup>	<input type="checkbox"/>	<input type="checkbox"/> (1 page limit per letter & executed by required officer <sup>42</sup> )	

<sup>40</sup> Note that (e) may require the submission of a letter from more than one entity depending on the structure of a Proposer team. Therefore, please ensure that worksheet addresses each entity separately.

<sup>41</sup> Note that whether the content of such letters satisfies Section 3.1 of the Volume 2 Requirements will be the subject of the report of the Financial Advisors referred to in Section 7.3(c) of the Manual.

<sup>42</sup> Note that each letter should be signed by the chief executive officer, chief financial officer or treasurer (or equivalent) of the Financially Responsible Party.

	(f) letter or letters from an Eligible Surety, together (at Proposer's option) with a letter or letters from an Eligible Financial Institution, as evidence of bonding/letter of credit capacity and ability to secure performance security;	<u>Section 3.2 of the Volume 2 Requirements</u> <sup>43</sup>	<input type="checkbox"/>	n/a	
	(g) equity funding letter from each Equity Member; <sup>44</sup>	<u>Section 3.3 of the Volume 2 Requirements</u> <sup>45</sup>	<input type="checkbox"/>	<input type="checkbox"/> (1 page limit per letter & executed by required officer <sup>46</sup> )	
	(h) financial statements for: <sup>47</sup>	<u>Section 4.1 of the Volume 2 Requirements</u>	n/a	n/a	
	(i) each Equity Member;	<u>Section 4.1.a of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	
	(ii) Lead Contractor;	<u>Section 4.1.b of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	
	(iii) Lead Engineer;	<u>Section 4.1.c of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	
	(iv) Lead Operator; and	<u>Section 4.1.d of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	

<sup>43</sup> Note that whether the content of such letters satisfies Section 3.2 of the Volume 2 Requirements will be the subject of the report of the Financial Advisors referred to in Section 7.3(c) of the Manual.

<sup>44</sup> Note that (g) may require the submission of a letter from more than one entity depending on the structure of a Proposer team. Therefore, please ensure that worksheet addresses each entity separately.

<sup>45</sup> Note that whether the content of such letters satisfies Section 3.3 of the Volume 2 Requirements will be the subject of the report of the Financial Advisors referred to in Section 7.3(c) of the Manual.

<sup>46</sup> If the Equity Member is an investment fund, then the equity funding letter should be signed by the fund's chief executive officer, chief financial officer or treasurer (or equivalent). If the Equity Member is not an investment fund, then the equity support letter shall be signed by the chief financial officer, the chief executive officer or treasurer (or equivalent).

<sup>47</sup> Note that each of (i) to (v) may require the submission of financial statements for more than one entity depending on the structure of a Proposer team. Therefore, please ensure that worksheet addresses each entity separately. The Pass/Fail Team should just confirm whether **any** financial statements have been submitted in respect of each of the required entities; whether the financial statements submitted satisfy in each case Section 2.2 of the Financial Requirements will be the subject of the report of the Financial Advisors referred to in Section 7.3(c) of the Manual.



	(v) each Financially Responsible Party (if any);	<u>Section 4.1.e of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	
	(i) information regarding material changes in financial capacity, or confirmation of the absence of any such changes, for: <sup>48</sup>	<u>Section 4.2 of the Volume 2 Requirements</u>	n/a	n/a	
	(i) each Equity Member;	<u>Section 4.2.b.i of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	
	(ii) Lead Contractor;	<u>Section 4.2.b.ii of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	
	(iii) Lead Engineer;	<u>Section 4.2.b.iii of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	
	(iv) Lead Operator; and	<u>Section 4.2.b.iv of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	
	(v) each Financially Responsible Party (if any);	<u>Section 4.2.b.v of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	

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<sup>48</sup> Note that each of (i) to (v) may require the submission of information for more than one entity depending on the structure of a Proposer team. Therefore, please ensure that worksheet addresses each entity separately. The Pass/Fail Team should just confirm whether **any** information or the required confirmation has been submitted in respect of the required entities; whether the information submitted satisfies in each case Section 2.3 of the Financial Requirements will be the subject of the report of the Financial Advisors referred to in Section 7.3(c) of the Manual.

	(j) A letter addressed to the Procuring Authorities (care of the Procuring Authorities' Contact Person) from the chief executive officer, the chief financial officer or treasurer (or equivalent) or a certified public accountant either: (i) identifying and describing off balance sheet liabilities for each fiscal year in respect of which financial statements are submitted in accordance with Section 4.1 of the Volume 2 Requirements to the extent such liabilities exceed \$25 million in the aggregate; or (ii) certifying that there are no such liabilities in excess of such limit (unless such individual is also a signatory of the Submittal Letter on behalf of the relevant entity, in which case the SOQ may include an unsigned statement to this effect), for each of: <sup>49</sup>	<u>Section 4.3 of the Volume 2 Requirements</u>	n/a	n/a	
	(i) each Equity Member;	<u>Section 4.3.a of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form <sup>50</sup> )	
	(ii) Lead Contractor;	<u>Section 4.3.b of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(iii) Lead Engineer;	<u>Section 4.3.c of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(iv) Lead Operator; and	<u>Section 4.3.d of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(v) each Financially Responsible Party (if any);	<u>Section 4.3.e of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	

<sup>49</sup> Note that each of (i) to (v) may require the submission of a letter for more than one entity depending on the structure of a Proposer team. Therefore, please ensure that worksheet addresses each entity separately. The Pass/Fail Team should just confirm whether a letter or (where permitted) an unsigned statement has been submitted in respect of the required entities; whether the letter or statement submitted satisfies the requirements of Section 4.3 of the Volume 2 Requirements will be the subject of the report of the Financial Advisors referred to in Section 4.3(c) of the Manual.

<sup>50</sup> Note that each entity should provide a letter on letterhead from the chief executive officer, the chief financial officer or treasurer (or equivalent) or a certified public accountant), unless such individual is a signatory of the Submittal Letter on behalf of the relevant entity, in which case the SOQ will be in the required form if an unsigned statement as to (i) or (ii) is included.

	(k) completed <u>Form J (Credit Ratings)</u> ; and	<u>Section 4.4.1 of the Volume 2 Requirements</u>	<input type="checkbox"/>	<input type="checkbox"/> (Required form)	
	(l) all rating information and materials for each entity that has a credit rating as indicated on the completed Form J ( <i>Credit Ratings</i> ). <sup>51</sup>	<u>Section 4.4.2 of the Volume 2 Requirements</u>	<input type="checkbox"/>	n/a	

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<sup>51</sup> Note that the RFQ requires the submission of information and materials for each entity listed in Form J. Therefore, please ensure that worksheet addresses each entity separately.

## EXHIBIT 3 REFERENCE PROJECT INTERVIEW WORKSHEET

I-70 East Project Reference Project Interview Worksheet	
<b>Proposer:</b>	<b>Date &amp; time:</b>
<b>Core Proposer Team Member:</b>	<b>Reference Project:</b>
<b>Name of Contact:</b>	<b>Contact No.:</b>
<b>Interview conducted by:</b>	

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### ***Interviewer's Script***

*Hello my name is \_\_\_\_\_. I am calling on behalf of the Colorado Bridge Enterprise and the High Performance Transportation Enterprise, divisions of the Colorado Department of Transportation, in connection with the I-70 East Project.*

*Am I speaking with Mr./Ms. \_\_\_\_\_?*

If this is not the right person, ask how they can be contacted or ascertain who is the most appropriate person to speak with if the stated contact is not available. Once you obtain the appropriate reference, fill out the information below if it is a different person.

Actual Contact:

Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact No.: \_\_\_\_\_

Reason for Alternate Contact: \_\_\_\_\_

*May I please have a few minutes of your time? Thank you.*

Or schedule a definite time within the next two days to call back.

*Let me give you a brief amount of background on this project. The Colorado High Performance Transportation Enterprise and Bridge Enterprise have issued a RFQ seeking statements of qualifications from Proposers in an effort to secure a Developer for the I-70 East Project, which is a*

major road reconstruction project that it is pursuing as a P3 project. The purpose of the RFQ is to select a shortlist of teams to submit bids to develop the Project.

I am calling to check a project reference that was provided in the qualification material for the \_\_\_\_\_ Team which submitted a Statement of Qualifications for the Project. This Team is comprised of various members, including \_\_\_\_\_ as [pick one]:

an Equity Member;

the Lead Contractor;

a Lead Engineer; or

the Lead Operator.

They have listed you (or your company) as a reference for the \_\_\_\_\_ project. This information will be used solely for evaluation purposes.

Could I please verify the following information provided to us on that project/concession:

**1. What was the type or sector of the project or concession?**

Reported in SOQ:

Confirmed:  Yes  No Comment: \_\_\_\_\_

**2. Please describe the project or concession, possibly including the project delivery method. (i.e. design-build, public-private partnership, etc.)**

Reported in SOQ:

Confirmed:  Yes  No Comment: \_\_\_\_\_

**3. What was the firm's role on the project or concession?**

Reported in SOQ:

Confirmed:  Yes  No Comment: \_\_\_\_\_

**4. Has the project achieved commercial close and financial close?**  
 Yes  No

**5. If applicable, at what stage in the project did the firm cease to be involved in the project?**

Reported in SOQ: \_\_\_\_\_

Confirmed:  Yes  No Comment: \_\_\_\_\_

**6. What were the dates of work performed or involvement?**

Reported in SOQ:

Confirmed:  Yes  No Comment: \_\_\_\_\_

**7. What was the percentage of [work actually performed][equity investment made] by the entity?**

Reported in SOQ: \_\_\_\_\_

Confirmed:  Yes  No Comment: \_\_\_\_\_

**8. What was the contract price for the [design-build contract][O&M contract] at closing?**

Reported in SOQ: \_\_\_\_\_

Confirmed:  Yes  No Comment: \_\_\_\_\_

**9. Did the contract price referred to in question 8 vary from the bid price for the relevant contract and, if so, by how much?**

Yes  No Bid contract price: \_\_\_\_\_ Final contract price: \_\_\_\_\_

**10. Were there contract modifications during the contract period that resulted in changes to the contract price and, if so, what was the amount of the change?**

Yes  No Change in contract price: \_\_\_\_\_

**11. Were any claims made by the authority related to the work performed by the entity?**

\_\_\_\_\_

**12. Were there any liquidated damages or equivalent penalties/deductions related to this work?**

Yes  No Amount: \_\_\_\_\_

Comment: \_\_\_\_\_

**13. Do you have any other comments?**

\_\_\_\_\_

**EXHIBIT 4  
KEY PERSONNEL INTERVIEW WORKSHEET**

I-70 East Project Key Personnel Interview Worksheet	
<b>Proposer:</b>	<b>Date &amp; time:</b>
<b>Core Proposer Team Member:</b>	<b>Name of Key Personnel &amp; Proposed Position:</b>
<b>Name of Contact:</b>	<b>Contact No.:</b>
<b>Interview conducted by:</b>	

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***Interviewer's Script***

*Hello, my name is \_\_\_\_\_ . I am calling on behalf of the Colorado Bridge Enterprise and the High Performance Transportation Enterprise, divisions of the Colorado Department of Transportation, in connection with the I-70 East Project.*

*Am I speaking with Mr./Ms. \_\_\_\_\_ ?*

If this is not the right person, ask how they can be contacted or ascertain who is the most appropriate person to speak with if the stated contact is not available. Once you obtain the appropriate reference, fill out the information below if it is a different person.

Actual Contact:

Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact No.: \_\_\_\_\_

Reason for Alternate Contact: \_\_\_\_\_

*May I please have a few minutes of your time? Thank you.*

Or schedule a definite time within the next two days to call back.

Let me give you a brief amount of background on this project. The Colorado High Performance Transportation Enterprise and Bridge Enterprise have issued a RFQ in an effort to secure a Developer for the I-70 East Project, which is a major road reconstruction project that it is pursuing as a P3 project. The purpose of the RFQ is to select a shortlist of teams to submit bids to develop the I-70 East Project.

I am calling to check a reference that was provided in the qualification material for the \_\_\_\_\_ Team which submitted a Statement of Qualifications for the Project. This Team is comprised of various key personnel and management staff, including \_\_\_\_\_ as the [pick one]:

Design-Build Manager;

Design Manager;

O&M Manager;

Quality Manager;

Environmental Manager;

Utilities Manager; or

Community and Public Relations Manager.

This individual has listed you as a reference for his/her work on the \_\_\_\_\_ project/concession. This information will be used solely for evaluation purposes.

Could I please verify the following information provided to us regarding this person:

**1. In what capacity did this individual work on the specified project?**

Reported in SOQ:

Confirmed:  Yes  No Comment: \_\_\_\_\_

**2. What level of responsibility/supervisory authority did this person have within his or her project team?**

Reported in SOQ:

Confirmed:  Yes  No Comment: \_\_\_\_\_

**3. What were the dates of the work performed?**

Reported in SOQ:

Confirmed:  Yes  No Comment: \_\_\_\_\_



**4. Would you work with this individual again?**

*Comments:*

**5. Please provide one of the following ratings – Excellent, Good, Average, Fair, Poor – for this individual in response to each of the following questions.**

*(a) Were you satisfied with the role performed by this individual on the specified project and were they committed for the duration of the project?*

*(b) Was the work performed by this individual generally performed to the standards and schedule required?*

*(c) Did the individual work well together with the owner's or client's staff, as applicable?*

*(d) How would you rate this individual overall based on your experience with the specified project?*

## EXHIBIT 5

### SUBSTANTIVE EVALUATION GUIDANCE<sup>52</sup>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
<input type="checkbox"/> 0 points out of 100		
<b>1. Technical Criteria</b>		
<b>60 points out of <input type="checkbox"/> 0</b>		
<b>1.1 Organization, Structure, Experience and Performance</b>		
<p><i>Notes: The Procuring Authorities will award up to a maximum of 60 points to a Proposer based on the Procuring Authorities' qualitative evaluation of, primarily, those parts of such Proposer's Volume 1 submitted in accordance with Sections 2 through 4 of the Volume 1 Requirements. The Procuring Authorities will consider the following criteria when conducting such evaluation and scoring:</i></p>		
<b>10 points out of 60</b>		
a. Proposer's likelihood of success in delivering the Project based on:		
i. its management (including management's Demonstrated Performance), organization and structure;	SOQ Section 1.2: Executive Summary SOQ Section 2.1.1: Form C (Information Regarding Proposer) SOQ Section 2.1.2: Organizational chart of Core Proposer Team Members SOQ Section 2.1.3: Organizational chart of Key Personnel and Proposer management structures SOQ Section 2.1.4: Narrative of organizational and management structure SOQ Section 2.1.5: List of senior involved personnel SOQ Section 2.2: Narrative of workloads and resource commitments SOQ Section 4.1: Form F (Project Experience) SOQ Section 4.4: Form I, including Annex A (Key Personnel)	<ul style="list-style-type: none"> <li>• Evaluators should consider the identification of relevant teams in the Proposer organization structure including clearly defined roles, with decision-making authority, responsibilities and delegated leadership authority for key functions in the management of the design, construction, operation and maintenance of the Project;</li> <li>• Evaluators should consider the extent to which the Proposer organization structure demonstrates how it will perform successfully during all stages of the Project based on previous and proposed organizational structures;</li> <li>• Evaluators should consider the extent to which the Proposer demonstrates stability and a management approach to ensure it is capable of functioning as a well-integrated design-build-finance-operate-maintain team that will effectively manage all Project risks.</li> </ul>

<sup>52</sup> This matrix provides guidance to each Substantive Evaluation Team on the analysis of SOQs by listing individual factors to consider with respect to each scored component of the subcriteria of each Substantive Evaluation Criteria. These factors to consider are meant only to assist in each Substantive Evaluation Team's review and evaluation of SOQs, and to ensure a thorough and comprehensive analysis of each scored component. These factors to consider are not intended to restrict the breadth of each Substantive Evaluation Team's analysis and do not limit the factors that a Substantive Evaluation Team may consider during its evaluation. SOQs should, in all cases, be evaluated against the scored components of the Substantive Evaluation Criteria in the RFQ (which evaluation should be done in light of, and not directly against, the factors to consider listed in the right hand column of this matrix).

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
ii. prior experience and Demonstrated Performance of some or all Proposer team members in working together on Reference Projects;	SOQ Section 1.2: Executive Summary SOQ Section 2.1.1: Form C (Information Regarding Proposer) SOQ Section 2.1.5: List of senior involved Personnel SOQ Section 2.2: Narrative of workloads and resource commitments SOQ SOQ Section 4.1: Form F (Project Experience) SOQ Section 4.4: Form I, including Annex A (Key Personnel)	<ul style="list-style-type: none"> <li>Evaluators should consider the extent and relevance of experience of Proposer team members working together successfully as an integrated team and their approach to managing integrated teams on Reference Projects.</li> </ul>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
<b>0 points out of 60</b>		
<p>b. the extent and relevance of Proposer’s experience and Demonstrated Performance on Reference Projects, where the Procuring Authorities’ consideration of relevance will include, but not be limited to, reference to (i) the project features listed in Sections 1.1.b.i and 1.1.b.ii of Part C of the RFQ (other features that may be considered include the Construction Value of a General Reference Project) and (ii) the number of such listed features that apply to a Reference Project, provided that, although no one Reference Project is required to include all or any particular number of such features (and, for certainty, a Reference Project may include none of such features), greater merit will be awarded the more such features apply to a Reference Project:</p>		
<p>i. design and construction and operations and maintenance activities, where:</p> <p>A. with respect to design and construction activities, such activities may include any or all of:</p> <p>I. roadway expansion and reconstruction, including interchange reconstruction;</p> <p>II. demolition of existing infrastructure in urban environments;</p> <p>III. major excavation work, including groundwater considerations and/or drainage requirements;</p> <p>IV. complex traffic management in urban areas;</p> <p>V. construction staging in confined spaces;</p> <p>VI. structures that include ventilation and/or fire life safety considerations; and/or</p> <p>VII. coordination with railroad and/or utility companies;</p>	<p>SOQ Section 1.2: Executive Summary  SOQ Section 2.2: Narrative of workloads and resource commitments  SOQ Section 4.1: Form F (Project Experience)  SOQ Section 4.2: Form G (Safety Record)  SOQ Section 4.4: Form I, including Annex A (Key Personnel)</p>	<p style="text-align: right;"><b>35 points out of 50</b></p> <ul style="list-style-type: none"> <li>• Evaluators should consider the extent and relevance of experience with Design-Build or Design-Build-Finance-Operate-Maintain (DBFOM) or equivalent contracting with relevant technical features and constraints identified in the RFQ;</li> <li>• Evaluators should consider the extent and relevance of demonstrated successes in managing and coordinating the design and construction of large transportation projects with similar levels of complexity (including the Construction Value of Reference Projects);</li> <li>• Evaluators should consider the extent and relevance of experience in managing complex traffic management requirements and successfully meeting demanding schedule requirements;</li> <li>• Evaluators should consider the extent and relevance of experience in successfully coordinating with relevant regulatory agencies on projects with environmental constraints and in successfully meeting environmental constraints, such as contaminated water mitigation;</li> <li>• Evaluators should consider the extent and relevance of experience in successfully coordinating with railroad and/or utility companies on projects with relevant constraints, while meeting demanding schedule requirements;</li> </ul>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
<p>B. with respect to operations and maintenance activities, such activities may include any or all of:</p> <p>I. roadway pavement and associated infrastructure under environmental conditions that are similar to those affecting the Project; and/or</p> <p>II. interfaces with adjacent road operators.</p>	<p>SOQ Section 1.2: Executive Summary</p> <p>SOQ Section 2.2: Narrative of workloads and resource commitments</p> <p>SOQ Section 4.1: Form F (Project Experience)</p> <p>SOQ Section 4.2: Form G (Safety Record)</p> <p>SOQ Section 4.4: Form I, including Annex A (Key Personnel)</p>	<ul style="list-style-type: none"> <li>• Evaluators should consider the extent and relevance of experience with projects that involve the operations, maintenance, and rehabilitation management of comparable road or transportation related projects;</li> <li>• Evaluators should consider the extent to which the type and size of operations, maintenance, and rehabilitation management programs previously delivered are equivalent to the potential type and size of this Project;</li> <li>• Evaluators should consider any demonstrated experience with winter maintenance;</li> <li>• Evaluators should consider the identification and description of the extent to which Reference Projects include activities identified in the RFQ;</li> <li>• Evaluators should consider the extent and relevance of experience with design-build-finance-operate-maintain or equivalent contracting with an operations and/or maintenance component;</li> <li>• Evaluators should consider the extent and relevance of experience in managing operations and maintenance interfaces with operators of adjacent roadways/facilities.</li> </ul>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
<p>ii. workforce, subcontractor and stakeholder engagement and environmental monitoring and mitigation activities, where:</p> <p>A. with respect to workforce, subcontractor and stakeholder engagement activities, such activities may include any or all of:</p> <p>I. workforce development programs, including partnerships with local community organizations and/or apprenticeship programs;</p> <p>II. achievement of or exceeding goals relating to participation of disadvantaged businesses, small businesses and/or other business that are subject to equivalent programs.</p> <p>B. with respect to environmental monitoring and mitigation activities, such activities may include any or all of:</p> <p>I. air quality monitoring and mitigation in urban environments; and/or</p> <p>II. noise monitoring and mitigation in urban environments.</p>	<p>SOQ Section 1.2: Executive Summary</p> <p>SOQ Section 2.2: Narrative of workloads and resource commitments</p> <p>SOQ Section 4.1: Form F (Project Experience)</p> <p>SOQ Section 4.3: Form H (Stakeholder Engagement)</p> <p>SOQ Section 4.4: Form I, including Annex A (Key Personnel)</p> <p>SOQ Section 1.2: Executive Summary</p> <p>SOQ Section 2.2: Narrative of workloads and resource commitments</p> <p>SOQ Section 4.1: Form F (Project Experience)</p> <p>SOQ Section 4.2: Form G (Safety Record)</p> <p>SOQ Section 4.4: Form I, including Annex A (Key Personnel)</p>	<p style="text-align: right;"><b>15 points out of 50</b></p> <ul style="list-style-type: none"> <li>• Evaluators should consider the extent and relevance of experience on previous projects in the engagement with stakeholders, local communities and associated organizations;</li> <li>• Evaluators should consider the measure of MBE, DBE or SBE (or equivalent) goal achievement on previous Projects.</li> </ul> <ul style="list-style-type: none"> <li>• Evaluators should consider the experience in managing environmental monitoring and mitigation activities on large, complex transportation projects with environmental constraints (such as air quality and noise monitoring) and technical features as listed in the RFQ;</li> <li>• Evaluators should consider the identification and description of extent to which referenced projects include environmental activities identified in the RFQ;</li> <li>• Evaluators should consider the demonstrated experience managing appropriate environmental monitoring activities in coordination with construction.</li> </ul>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
<b>10 points out of 10</b>		
<b>1.2 Technical Approach to Project</b>		
<i>The Procuring Authorities will award up to a maximum of 10 points to a Proposer based on the Procuring Authorities' qualitative evaluation of such Proposer's statement of technical approach submitted in such Proposer's Volume 1 in accordance with Section 5 of the Volume 1 Requirements. The Procuring Authorities will consider the following criteria when conducting such evaluation and scoring:</i>		
<b>6 points out of 10</b>		
a. the extent to which Proposer's approach to each phase of the Project (e.g. development, design, construction, and operations and maintenance) as submitted in accordance with Sections 5.a and 5.b of the Volume 1 Requirements demonstrates an understanding of the key technical challenges and risks of the Project and a sound approach to addressing such challenges and risks, including:		
i. explanation of how relevant experience, best practices, innovations and/or lessons learned can be applied to the Project; and	SOQ Section 1.2: Executive Summary SOQ Section 5a: Summary SOQ Section 5b: Technical Challenges	<ul style="list-style-type: none"> <li>• Evaluators should consider the extent to which the Proposer demonstrates a full understanding of the Project's scope and complexity;</li> <li>• Evaluators should consider the extent to which the Proposer's approach is based on prior experience, best practice, innovations and/or lessons learned from previous projects, and their relevance to the project;</li> <li>• Evaluators should consider the identification and description of relevant innovations and best practices that would result in successful outcomes for this Project.</li> </ul>
ii. potential risk mitigation strategies (regardless of anticipated risk allocation under the Project Agreement);	SOQ Section 1.2: Executive Summary SOQ Section 4.1: Form F (Project Experience) SOQ Section 5a: Summary SOQ Section 5b: Technical Challenges	<ul style="list-style-type: none"> <li>• Evaluators should consider the extent to which the Proposer demonstrates an understanding of Project risks and potential solutions that may arise during all Project phases, including design, construction, operation and maintenance;</li> <li>• Evaluators should consider the extent to which the approach suggested for risk allocation between the team members covers all stages of the Project;</li> <li>• Evaluators should consider the experience and likelihood that the suggested strategy will ensure suitable and effective risk management of the Project through all phases;</li> <li>• Evaluators should consider the extent to which strategy is based on past experience in risk mitigations, and their relevance to the Project.</li> </ul>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
□ points out of 10		
b. the extent to which Proposer demonstrates in its project plan submitted in accordance with Section 5.c of the Volume 1 Requirements:		
i. a focus on, and commitment to, quality management and efficient and effective oversight in each phase of the Project;	SOQ Section 1.2: Executive Summary SOQ Section 4.1: Form F (Project Experience) SOQ Section 5c: Project Plan	<ul style="list-style-type: none"> <li>• Evaluators should consider the demonstrated commitment to quality management through all Project phases;</li> <li>• Evaluators should consider the extent and relevance of experience developing, implementing, and maintaining quality management systems.</li> </ul>
ii. Proposer's ability to provide sufficient materials, equipment and qualified personnel to undertake Developer's anticipated obligations for the Project;	SOQ Section 1.2: Executive Summary SOQ Section 4.1: Form F (Project Experience) SOQ Section 5c: Project Plan	<ul style="list-style-type: none"> <li>• Evaluators should consider the approach to the sequencing, scheduling and logistics and management of materials, equipment and personnel;</li> <li>• Evaluators should consider the identification of a plan to ensure labor and materials and equipment availability and addressing the management of multiple project activities and work streams.</li> </ul>
iii. Proposer's ability and commitment to managing safety on the Project; and	SOQ Section 1.2: Executive Summary SOQ Section 4.1: Form F (Project Experience) SOQ Section 4.2: Form G (Safety Record) SOQ Section 5c: Project Plan	<ul style="list-style-type: none"> <li>• Evaluators should consider the extent to which the plan provides a proactive approach to safety;</li> <li>• Evaluators should consider the extent of inclusion of appropriate safety training and monitoring measures;</li> <li>• Evaluators should consider the identification of potential safety issues on the Project and the proposed mitigation and required preventative action;</li> <li>• Evaluators should consider the record of safety culture including safety in the workplace and job site with supporting safety metrics;</li> <li>• Evaluators should consider the demonstrated proven track record and commitment to safety.</li> </ul>
iv. Proposer's ability to manage schedule under anticipated project constraints.	SOQ Section 1.2: Executive Summary SOQ Section 4.1: Form F (Project Experience) SOQ Section 5c: Project Plan	<ul style="list-style-type: none"> <li>• Evaluators should consider the approach to identify specific schedule challenges for the Project and how they will be addressed;</li> <li>• Evaluators should consider the identification of a plan to measure and assess on-going schedule performance.</li> </ul>



Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
□ points out of 10		
c. the extent to which Proposer demonstrates in its public interest and engagement plan submitted in accordance with Section 5.d of the Volume 1 Requirements		
i. its awareness of public interest and concerns in relation to the Project; and	SOQ Section 1.2: Executive Summary SOQ Section 4.3: Form H (Stakeholder Engagement) SOQ Section 5d: Public Interest and Engagement Plan	<ul style="list-style-type: none"> <li>• Evaluators should consider the demonstration of a comprehensive plan to manage and engage the public and related stakeholders through all phases of the Project;</li> <li>• Evaluators should consider the identification of specific Project related public interest issues or concerns.</li> </ul>
ii. its commitment to, and the anticipated effectiveness of its strategies for, public engagement and communications, including necessary coordination with local authorities.	SOQ Section 1.2: Executive Summary SOQ Section 4.3: Form H (Stakeholder Engagement) SOQ Section 5d: Public Interest and Engagement Plan	<ul style="list-style-type: none"> <li>• Evaluators should consider the demonstration of a comprehensive plan to manage and engage the public and associated project stakeholders through all phases of Project;</li> <li>• Evaluators should consider the identification of issues affecting project stakeholders/local authorities and approach to communicating and coordinating with these parties to resolve the issues.</li> </ul>


Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
<b>2. Financial Criteria</b>		<b>30 POINTS OUT OF 100</b>
<b>2.1 Financial Qualifications and Capacity</b>		<b>25 points out of 30</b>
<p><i>Notes: The Procuring Authorities will award up to a maximum of 25 points to a Proposer based on the Procuring Authorities' qualitative evaluation of, primarily, such Proposer's Volume 2 submitted in accordance with Sections 1, 3 and 4 of the Volume 2 Requirements. The Procuring Authorities will consider the following criteria when conducting such evaluation and scoring:</i></p>		
<p>a. the extent and relevance of Proposer's experience and Demonstrated Performance on successfully closing the financing of Reference Projects, where the Procuring Authorities' consideration of relevance will include, but not be limited to, reference to (i) the project features listed in Sections 2.1.a.i through 2.1.a.iv of Part C of the RFQ (other features that may be considered include the Construction Value of a General Reference Project) and (ii) the number of such listed project features that apply to a Reference Project, provided that, although no one Reference Project is required to include all or any particular number of such features (and, for certainty, a Reference Project may include none of such features), greater merit will be awarded the more such features apply to a Reference Project:</p> <p>i. the project's financing included a TIFIA loan that was closed by the project developer and not a public authority;</p>	<p>SOQ Section 1.1: Description of Organizational and Management Structure and Expertise  SOQ Section 1.3: Project Financing Experience  SOQ Section 1.3: Form F (Project Experience)</p> <p>SOQ Section 1.3: Project Financing Experience  SOQ Section 1.3: Form F (Project Experience)</p>	<p style="text-align: right;"><b>10 points out of 25</b></p> <ul style="list-style-type: none"> <li>• Evaluators should consider the extent of demonstrated experience in closing North American road projects with a TIFIA and/or PABs component, considering both the number of these factors that are present within projects and the number of such projects.</li> <li>• Evaluators should consider the complexity and extent of the financing of each Reference Project in considering their scoring.</li> <li>• Evaluators should consider whether the relevant Reference Project actually reached close.</li> <li>• Evaluators should consider whether the projects are Reference Projects (as defined), and should consider how that experience is relevant, and how it can be brought to bear on the Project.</li> <li>• Evaluators should consider how any specified experience might assist in the implementation of financing for this Project.</li> <li>• Evaluators should consider the proven ability of a Proposer to negotiate and close a TIFIA loan, ensuring that the private party raised the TIFIA finance NOT the public authority.</li> </ul>
<p>ii. the project's financing used PABs;</p>	<p>SOQ Section 1.3: Project Financing Experience  SOQ Section 1.3: Form F (Project Experience)</p>	<ul style="list-style-type: none"> <li>• Evaluators should consider the proven ability of a Proposer to negotiate and close a PABs loan, ensuring that the private party raised the tax-exempt debt NOT the public authority.</li> </ul>
<p>iii. the financed project was a highway or road project; and/or</p>	<p>SOQ Section 1.3: Project Financing Experience  SOQ Section 1.3: Form F (Project Experience)</p>	<ul style="list-style-type: none"> <li>• Evaluators should consider the extent and depth of experience in successfully closing financed projects involving highways/roads in Canada, the US, Mexico and to a lesser extent other parts of North America.</li> </ul>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
iv. the financed project was located in North America; and	SOQ Section 1.3: Project Financing Experience SOQ Section 1.3: Form F (Project Experience)	<ul style="list-style-type: none"> <li>• Evaluators may consider projects that have been closed with large bank financings. These projects are more relevant if they are North American and/or highway projects, but less relevant than a TIFIA/PABs project (or one of these).</li> <li>• Evaluators may consider TIFIA and/or PABs projects which are not North American highways – for instance a North American rail project or a European highway project may be considered but these projects are less relevant than a highway project financed with TIFIA and/or PABs.</li> </ul>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
b. the financial capacity of Proposer, including as demonstrated by:		<b>15 points out of 25</b>
<p>i. the robustness of:</p> <p>A. the financial statements included in the SOQ submitted in accordance with Section 4.1 of the Volume 2 Requirements; and</p> <p>B. any Financially Responsible Party letters of support submitted in accordance with Section 3.1 of the Volume 2 Requirements;</p> <p>ii. Proposer's ability to obtain payment and performance security as demonstrated by the level of financial support for Proposer (or, with respect to payment and performance bonds, the Lead Contractor) from an Eligible Surety and/or Eligible Financial Institution as determined by reference to the letter or letters submitted in accordance with Section 3.2 of the Volume 2 Requirements, and the degree to which such letter or letters demonstrate that such financial support was based on Proposer specific and Project specific considerations; and</p> <p>iii. Availability of funds (as evidenced by equity funding letters submitted in accordance with Section 3.3 of the Volume 2 Requirements) to invest equity in Developer consistent with the expected scope and nature of the Project.</p>	<p>SOQ Section 1.1: Description of Organizational and Management Structure and Expertise</p> <p>SOQ Section 1.2: Available Financial Capacity</p> <p>SOQ Section 3.1: Financially Responsible Party Letter of Support</p> <p>SOQ Section 3.2: Surety or Bank/Financial Institution Letter</p> <p>SOQ Section 3.3: Equity Funding Support Letter</p> <p>SOQ Section 4.1: Financial Statements</p> <p>SOQ Section 4.2: Material Changes in Financial Condition</p> <p>SOQ Section 4.3: Off Balance Sheet Liabilities</p> <p>SOQ Section 4.4 Form J (Credit Ratings)</p>	<ul style="list-style-type: none"> <li>• Evaluators should consider the financial strength and robustness reflected by the financial statements of each Proposer team member and the extent to which such strength and robustness demonstrates (i) the financial capacity of the Proposer as a whole and (ii) the ability to satisfy the terms of the support letters submitted pursuant to Section 3 of the Volume 2 Requirements.</li> <li>• Evaluators should consider the extent to which Financially Responsible Parties or parents have other financial obligations to other upcoming or current projects.</li> <li>• Evaluators should consider demonstrated ability to obtain both a performance bond (or bonds) and a payment bond (or bonds) of at least \$250 million in aggregate.</li> <li>• Evaluators should consider demonstrated capacity to inject the necessary amount of equity into the Project having regard to what is known of the proposed value of the Project.</li> <li>• Evaluators should consider the extent to which entities have material off-balance sheet liabilities which may affect their ability to fund required obligations during the Project.</li> <li>• Evaluators should consider the extent to which an entity has credit ratings which might affect its ability to fund its obligations during the Project.</li> </ul>

Scored component of the Substantive Evaluation Criteria from RFQ	Relevant Volume Requirements (Volume 1 for Technical Criteria; Volume 2 for Financial Criteria)	Factors to Consider
<b>2.2 Financial Approach to Project</b>		<b>5 points out of 30</b>
<p><i>Notes: The Procuring Authorities will award up to a maximum of 5 points to a Proposer based on the Procuring Authorities' qualitative evaluation of such Proposer's statement of financial approach submitted in such Proposer's Volume 2 in accordance with Section 2 of the Volume 2 Requirements. The Procuring Authorities will consider the following criteria when conducting such evaluation and scoring:</i></p>		
<p>a. the extent to which such approach identifies key financing issues that are specific to the Project; and</p>	<p>SOQ Section 2.1.5 Volume 1: Identity of finance – related parties  SOQ Section 1.1: Description of Organizational and Management Structure and Expertise  SOQ Section 1.3: Project Financing Experience  SOQ Section 1.3: Form F (Project Experience)  SOQ Section 2: Statement of Financial Approach</p>	<p>Evaluators should consider how a Proposer's experience and its proposed management structure and approach allow them to:</p> <ul style="list-style-type: none"> <li>• clearly demonstrate an understanding of potential financing issues and potential solutions that may arise. These may include – without limitation – potential issues with TIFIA loans, potential issues with PABs issuances, potential issues with rating agencies, potential issues with structuring matters, potential issues that may arise as a result of known risk allocation, or similar aspects of a project; and</li> <li>• successfully mitigate stated financing issues, particularly if a Proposer demonstrates how it has done so previously.</li> </ul>
<p>b. the extent to which such approach suggests adequate and, as appropriate, innovative approaches to address such issues in a manner consistent with the needs of the Project as anticipated by the RFQ.</p>	<p>SOQ Section 2.1.5 Volume 1: Identity of finance – related parties  SOQ Section 1.1: Description of Organizational and Management Structure and Expertise  SOQ Section 1.3: Project Financing Experience  SOQ Section 1.3: Form F (Project Experience)  SOQ Section 2: Statement of Financial Approach  SOQ Section 3.1: Financially Responsible Party Letter of Support  SOQ Section 3.2: Surety or Bank/Financial Institution Letter  SOQ Section 3.3: Equity Funding Support Letter  SOQ Section 4.1: Financial Statements  SOQ Section 4.2: Material Changes in Financial Condition  SOQ Section 4.3: Off Balance Sheet Liabilities  SOQ Section 4.4 Form J (Credit Ratings)</p>	<p>Evaluators should consider how a Proposer's experience and proposed management structure and approach allows it to address potential issues by demonstrating:</p> <ul style="list-style-type: none"> <li>• its experience in mitigating these issues in past projects;</li> <li>• its available security, bonding, insurance, or parental guarantees that could improve its liquidity to deal with possible issues;</li> <li>• its plan to structure its financing with appropriate investment grade structures to ensure an appropriate level of robustness in the financial structure to deal with issues which arise; and</li> <li>• that, by the financial statements of its team members, the Proposer will have sufficient funds to fund any proposed equity commitments (in the case of Equity Members) and to fund any possible construction cost carry (in the case of the Construction Contractor).</li> </ul>

**EXHIBIT 6  
SUBSTANTIVE EVALUATION WORKSHEETS**

<b>I-70 East Project SOQ Final Substantive Evaluation Worksheet</b>		
<b>Proposer:</b>		<b>Technical Team</b>
<b>Category:</b>	<b>Technical Criteria – Organization, Structure, Experience and Performance</b>	<b>Subcriteria No: 1.1.a. – Likelihood of Success</b>
The Proposer’s likelihood of success in delivering the Project based on: <ul style="list-style-type: none"> <li>i. its management (including management’s Demonstrated Performance), organization and structure; and</li> <li>ii. prior experience and Demonstrated Performance of some or all Proposer team members in working together on Reference Projects.</li> </ul>		
Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ? <input type="checkbox"/> Yes <input type="checkbox"/> No Comment: _____ (RFQ Sec. 7.1.5.b.i)		
Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive? <input type="checkbox"/> Yes <input type="checkbox"/> No Comment: _____ (RFQ Section. 7.1.5.b.ii)		
Is any relevant section in the SOQ conditional or qualified? <input type="checkbox"/> Yes <input type="checkbox"/> No Comment: _____ (RFQ Section 7.1.5.b.iii)		
Subcriteria Score:		<b>Maximum 10 points</b>
Reasons for Subcriteria Score:		

The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>53</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>53</sup> Copy signature blocks as necessary for each Evaluator on the team.

**I-70 East Project  
SOQ Final Substantive Evaluation Worksheet**

<b>Proposer:</b>		<b>Technical Team</b>
<b>Category:</b>	<b>Technical Criteria – Organization, Structure, Experience and Performance</b>	<b>Subcriteria No: 1.1.b.i. – Design and Construction Experience</b>

The extent and relevance of the Proposer's experience and Demonstrated Performance on Reference Projects to the extent relating to design and construction and operations and maintenance activities.

Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ?

Yes  No Comment: \_\_\_\_\_  
(RFQ Sec. 7.1.5.b.i)

Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section. 7.1.5.b.ii)

Is any relevant section in the SOQ conditional or qualified?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section 7.1.5.b.iii)

Subcriteria  
Score:

**Maximum 35 points**

Reasons for Subcriteria Score:



The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>54</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>54</sup> Copy signature blocks as necessary for each Evaluator on the team.

**I-70 East Project  
SOQ Final Substantive Evaluation Worksheet**

<b>Proposer:</b>		<b>Technical Team</b>
<b>Category:</b>	<b>Technical Criteria – Organization, Structure, Experience and Performance</b>	<b>Subcriteria No: 1.1.b.ii. – Workforce, Subcontractor, Stakeholder Engagement and Environmental Experience</b>

The extent and relevance of the Proposer's experience and Demonstrated Performance on Reference Projects to the extent relating to workforce, subcontractor and stakeholder engagement and environmental monitoring and mitigation activities.

Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ?

Yes  No Comment: \_\_\_\_\_  
(RFQ Sec. 7.1.5.b.i)

Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section. 7.1.5.b.ii)

Is any relevant section in the SOQ conditional or qualified?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section 7.1.5.b.iii)

Subcriteria  
Score:

**Maximum 15 points**

Reasons for Subcriteria Score:

The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>55</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>55</sup> Copy signature blocks as necessary for each Evaluator on the team.

**I-70 East Project  
SOQ Final Substantive Evaluation Worksheet**

<b>Proposer:</b>		<b>Technical Team</b>
<b>Category:</b>	<b>Technical Criteria – Technical Approach to Project</b>	<b>Subcriteria No: 1.2.a. – Technical Approach</b>

The extent to which Proposer’s approach to each phase of the Project (e.g. development, design, construction, and operations and maintenance) as submitted in accordance with Sections 5.a and 5.b of the Volume 1 Requirements of the RFQ demonstrates an understanding of the key technical challenges and risks of the Project and a sound approach to addressing such challenges and risks, including:

- i. explanation of how relevant experience, best practices, innovations and/or lessons learned can be applied to the Project; and
- ii. potential risk mitigation strategies (regardless of anticipated risk allocation under the Project Agreement).

Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Sec. 7.1.5.b.i)

Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Section. 7.1.5.b.ii)

Is any relevant section in the SOQ conditional or qualified?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Section 7.1.5.b.iii)

Subcriteria Score:  **Maximum 6 points**

Reasons for Subcriteria Score:

The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>56</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>56</sup> Copy signature blocks as necessary for each Evaluator on the team.

**I-70 East Project  
SOQ Final Substantive Evaluation Worksheet**

<b>Proposer:</b>		<b>Technical Team</b>
<b>Category:</b>	<b>Technical Criteria – Technical Approach to Project</b>	<b>Subcriteria No: 1.2.b. – Project Plan</b>

The extent to which Proposer demonstrates in its project plan submitted in accordance with Section 5.c of the Volume 2 Requirements of the RFQ:

- i. a focus on, and commitment to, quality management and efficient and effective oversight in each phase of the Project;
- ii. Proposer’s ability to provide sufficient materials, equipment and qualified personnel to undertake Developer’s anticipated obligations for the Project;
- iii. Proposer’s ability and commitment to managing safety on the Project; and
- iv. Proposer’s ability to manage schedule under anticipated project constraints.

Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ?

Yes  No Comment: \_\_\_\_\_  
(RFQ Sec. 7.1.5.b.i)

Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section. 7.1.5.b.ii)

Is any relevant section in the SOQ conditional or qualified?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section 7.1.5.b.iii)

Subcriteria  
Score:

**Maximum 2 points**

Reasons for Subcriteria Score:

The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Final Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>57</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>57</sup> Copy signature blocks as necessary for each Evaluator on the team.

**I-70 East Project  
SOQ Final Substantive Evaluation Worksheet**

<b>Proposer:</b>		<b>Technical Team</b>
<b>Category:</b>	<b>Technical Criteria – Technical Approach to Project</b>	<b>Subcriteria No: 1.2.c. – Public Interest and Engagement Plan</b>

The extent to which Proposer demonstrates in its public interest and engagement plan submitted in accordance with Section 5.d of the Volume 1 Requirements of the RFQ:

- i. its awareness of public interest and concerns in relation to the Project; and
- ii. its commitment to, and the anticipated effectiveness of its strategies for, public engagement and communications, including necessary coordination with local authorities.

Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ?

Yes  No Comment: \_\_\_\_\_  
(RFQ Sec. 7.1.5.b.i)

Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section. 7.1.5.b.ii)

Is any relevant section in the SOQ conditional or qualified?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section 7.1.5.b.iii)

Subcriteria  
Score:

**Maximum 2 points**

Reasons for Subcriteria Score:



The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>58</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>58</sup> Copy signature blocks as necessary for each Evaluator on the team.

**I-70 East Project  
SOQ Final Substantive Evaluation Worksheet**

<b>Proposer:</b>		<b>Finance Team</b>
<b>Category:</b>	<b>Financial Criteria – Financial Qualifications and Capacity</b>	<b>Subcriteria No: 2.1.a. – Financing Experience</b>

The extent and relevance of Proposer's experience and Demonstrated Performance on successfully closing the financing of Reference Projects.

Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ?

Yes  No Comment: \_\_\_\_\_  
(RFQ Sec. 7.1.5.b.i)

Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section. 7.1.5.b.ii)

Is any relevant section in the SOQ conditional or qualified?

Yes  No Comment: \_\_\_\_\_  
(RFQ Section 7.1.5.b.iii)

Subcriteria Score:  **Maximum 10 points**

Reasons for Subcriteria Score:

The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Final Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>59</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>59</sup> Copy signature blocks as necessary for each Evaluator on the team.

**I-70 East Project  
SOQ Final Substantive Evaluation Worksheet**

<b>Proposer:</b>		<b>Finance Team</b>
<b>Category:</b>	<b>Financial Criteria – Financial Qualifications and Capacity</b>	<b>Subcriteria No: 2.1.b. – Financial Capacity</b>

The financial capacity of Proposer, including as demonstrated by:

- i. the robustness of:
  - A. the financial statements included in the SOQ submitted in accordance with Section 4.1 of the Volume 2 Requirements of the RFQ; and
  - B. any Financially Responsible Party letters of support submitted in accordance with Section 3.1 of the Volume 2 Requirements of the RFQ; and
- ii. Proposer's ability to obtain payment and performance security as demonstrated by the level of financial support for Proposer (or, with respect to payment and performance bonds, the Lead Contractor) from an Eligible Surety and/or Eligible Financial Institution as determined by reference to the letter or letters submitted in accordance with Section 3.2 of the Volume 2 Requirements of the RFQ, and the degree to which such letter or letters demonstrate that such financial support was based on Proposer specific and Project specific considerations; and
- iii. availability of funds (as evidenced by equity funding letters submitted in accordance with Section 3.3 of the Volume 2 Requirements of the RFQ) to invest equity in Developer consistent with the expected scope and nature of the Project.

Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Sec. 7.1.5.b.i)

Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Section. 7.1.5.b.ii)

Is any relevant section in the SOQ conditional or qualified?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Section 7.1.5.b.iii)

Subcriteria Score:  **Maximum 15 points**

Reasons for Subcriteria Score:

The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Final Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>60</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>60</sup> Copy signature blocks as necessary for each Evaluator on the team.

**I-70 East Project  
SOQ Final Substantive Evaluation Worksheet**

<b>Proposer:</b>		<b>Finance Team</b>
<b>Category:</b>	<b>Financial Criteria – Financial Approach to Project</b>	<b>Subcriteria No: 2.2 – Financial Approach</b>

The extent to which Proposer’s statement of financial approach identifies key financing issues that are specific to the Project, and the extent to which such approach suggests adequate and, as appropriate, innovative approaches to address such issues in a manner consistent with the needs of the Project as anticipated by the RFQ, including:

- i. the extent to which such approach identifies key financing issues that are specific to the Project; and
- ii. the extent to which such approach suggests adequate and, as appropriate, innovative approaches to address such issues in a manner consistent with the needs of the Project as anticipated by the RFQ.

Do the relevant sections of the SOQ fail to fully disclose any information requested in the RFQ?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Sec. 7.1.5.b.i)

Is any relevant section of the SOQ incomplete, inaccurate, materially misleading or non-responsive?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Section. 7.1.5.b.ii)

Is any relevant section in the SOQ conditional or qualified?  
 Yes  No Comment: \_\_\_\_\_  
 (RFQ Section 7.1.5.b.iii)

Subcriteria Score:  **Maximum 5 points**

Reasons for Subcriteria Score:

The Evaluators constituting the Technical Team are (i) of the consensus opinion that, based on their evaluation of the SOQ submitted by the Proposer named above, such SOQ should be assigned the Subcriteria Score noted above in respect of the scored component of the subcriteria to which this worksheet relates and (ii) agree on the principal reasons for the assignment of such score as noted above.

_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b> <sup>61</sup>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>
_____ <b>Evaluator Name</b>	_____ <b>Signature</b>	_____ <b>Date</b>

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<sup>61</sup> Copy signature blocks as necessary for each Evaluator on the team.

## EXHIBIT 7 Request for Clarification Form

### REQUEST FOR CLARIFICATION FORM

Proposer:	<i>[Coordination Team to Complete Prior to Issuance]</i>
Clarification Number:	<i>[Coordination Team to Complete Prior to Issuance; to be sequential set of separately identifiable numbers per Proposer (eg DMP 1 etc for Denver Mobility Partners)]</i>
Date Issued:	<i>[Coordination Team to Complete Prior to Issuance]</i>
Evaluation Team Name. <sup>62</sup>	<i>[Evaluation Team proposing RFC to complete]</i>
Evaluation Team Draft Clarification Number:	<i>[Evaluation Team proposing RFC to complete; to be sequential set of separately identifiable numbers per Proposer (eg Technical Team DMP 1 etc for Denver Mobility Partners)]</i>
Date Submitted to Coordination Team:	<i>[Evaluation Team proposing RFC to complete]</i>
Response to be Submitted Before:	<i>[                      ] on [                      ]    [Coordination Team to Complete]</i>
<p>Without prejudice to the Procuring Authorities' on going evaluation of your SOQ and to the provisions of the RFQ, including but not limited to the rights reserved to the Procuring Authorities set out in Section 9 of Part B of the RFQ, the Procuring Authorities have identified the following aspects of your SOQ that require your response as requested in this RFC. Please note that the matters raised in this RFC are not intended to be exhaustive. Further clarification may be required as a result of matters raised in this RFC and/or your response to this RFC.</p> <p><b>Clarification Question:</b></p> <p><i>[Details of clarification request] [Evaluation Team proposing RFC to propose drafting of RFC question. Final wording to be approved by Coordination Team/ Advisors]</i></p> <p>Please provide your response to this RFC in the space provided below to the Contact Person before [                      ] on [                      ].<sup>63</sup></p> <p><b>Response:</b></p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>	
Coordination Team Approvals	<i>[Coordination Team to insert initials]</i>

<sup>62</sup>

<sup>63</sup>

The shaded sections are for internal purposes only and are not to be included in RFCs sent to Proposers. In the event that a Proposer believes that its response or parts of its response constitute CORA Exempt Materials, then it shall (i) mark its response or relevant part thereof "CONFIDENTIAL AND PROPRIETARY" in such a manner that makes clear where such information begins and ends and (ii) indicate whether the confidentiality is asserted for a certain period only or on a permanent basis.