UPDATED: July 20, 2012 – changes are highlighted

STATE OF WASHINGTON
DEPARTMENT OF TRANSPORTATION
NOTICE TO CONSULTANTS:
REQUEST FOR PROPOSALS (RFP) FOR INVESTMENT-GRADE TRAFFIC AND TOLL REVENUE ANALYSIS SERVICES FOR THE COLUMBIA RIVER CROSSING PROJECT

Executive Summary

The Washington State Department of Transportation (WSDOT), Oregon Department of Transportation (ODOT), Washington Office of the State Treasurer, and Oregon Office of the State Treasurer (collectively referred to as the "Client Team" in this RFP) solicits Proposals from consulting firms or teams that wish to be considered to provide independent investment-grade traffic and toll revenue analysis services for the Columbia River Crossing (CRC) Project. WSDOT will be the contracting agency. This project will be federally funded. Only consulting firms or teams with extensive experience in successfully preparing investment-grade traffic and revenue forecasts for major tolling projects in the United States will be considered. Furthermore, only proposals offering key team members with demonstrated ability in performing such services will be considered. The selected firm or team must have a proven track record of accurate traffic and toll revenue forecasts.

Proposals should be submitted as Adobe Reader compatible (PDF) files, include all information and forms required by this RFP and be submitted by the due date and time at the required location, as follows:

Due Date:	July 20, 2012 by 4:00 PM PDT
Submittal Email Address:	CSOSubmittals@wsdot.wa.gov

Multiple emails are acceptable due to files size limitations of 10MB per email.

NOTE: submitters may want to consider setting your email to automatically receive a "Delivery/Read Receipt" for confirmation purposes.

PLEASE NOTE: This project is subject to a 5% DBE Goal.

Faxed submittals will not be accepted. Submittals must arrive at the above email address no later than 4:00 PM on Friday, July 20, 2012. WSDOT reserves the right to amend terms of this Request for Proposals (RFP) to circulate various Addenda, or to withdraw the RFP at any time, regardless of how much time and effort vendors have spent on their responses.

The contract awarded to the selected consulting firm or team (the Consultant) will be with WSDOT. WSDOT may award one (1) contract, which is anticipated to be at least two (2) years in duration, but may be extended for additional years to include work related to future toll financings for the CRC Project and on-going analyses during the initial years of tolling. The contract will incorporate distinct phases beginning with the preparation of an investment-grade tolling model, with future study phases commencing as required. Future phases may be subject to separate negotiations.

1. Background

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1.1 Overview

The funding plan for the CRC Project requires that the Interstate 5 Columbia River Bridge (I-5 Bridge) between Vancouver, Washington and Portland, Oregon be tolled and the resulting net revenues be used to access the capital markets through the issuance of toll revenue secured debt and potentially apply to the U.S. Department of Transportation (USDOT) Transportation Infrastructure Finance and Innovation Act (TIFIA) program assistance. Tolling may occur on the existing I-5 Bridge during construction of the new bridge ("pre-completion" tolling) and on the new bridge constructed under the CRC Project after it opens to traffic ("post-completion" tolling).

The selected Consultant's responsibilities include: estimating annual traffic volumes, operational impacts, toll revenues, and toll transactions of alternative toll scenarios for both pre-completion and post-completion tolling, based on upgraded forecasting methodologies developed by the Consultant, and for preparing an investment-grade traffic and toll revenue study for use by credit rating agencies, government agencies and other financial institutions. The selected Consultant must also have substantial demonstrated competency in socio-economic forecasting.

The traffic and toll revenue forecasts produced by the selected Consultant will be subjected to substantial scrutiny by the Client Team, legislators, state and local officials, and members of the general public. The selected Consultant will be expected to provide traffic and revenue analyses based on highly credible technical methodologies.

All work prepared by the Consultant, including without limitation the refined modeling set, the population and employment forecasts used in the Consultant's analyses, and the traffic and toll revenue forecasts of the Consultant shall be solely attributed to the Consultant and shall not in any way be attributed to the sources from which the Consultant initially obtained such data or models.

1.2 Description of CRC Project

WSDOT and ODOT have partnered to design, finance, construct, and operate the CRC corridor program. WSDOT serves as the Project Director. The CRC Project is a $3.1 billion to $3.5 billion bi-state, multi-modal project to replace the existing I-5 Bridges over the Columbia River with new toll bridges, extend light rail transit (LRT) from Portland to Vancouver, and to improve mainline I-5, five interchanges and bike/pedestrian routes in the approximately five mile long project area.

The existing I-5 Bridge crossing the Columbia River is actually a pair of bridges, each carrying three lanes of traffic. The original bridge opened in 1917. It was converted to three lanes carrying northbound traffic when the second bridge was constructed in 1958. These I-5 Bridges are lift-span bridges and the only vertical lift-spans on the National Interstate Highway System. The 5-mile project area averages an interchange every one-half mile which prohibits adequate merging and weaving sections, reducing throughput capacity and contributing to collisions. Short entrance and exit ramps force trucks to accelerate and decelerate on the freeway. Shoulders are as little as 1-foot wide in some areas, causing slower speeds, limited ability for incident response and disabled vehicle pull-out; further degrading vehicle throughput.

In 2005, the I-5 Bridges carried 134,000 vehicles on an average weekday. The existing I-5 Bridges provide three lanes of capacity in each direction, with directional capacity of about 5,500 vehicles per hour. Current peak-demand exceeds capacity, resulting in stop-and-go traffic conditions for passenger cars, freight and transit lasting 2 hours in the morning peak period and 4 hours in the evening peak period. Spillover traffic from I-5 onto parallel arterials reduces the livability of adjacent neighborhoods.

Between 2005 and 2030 traffic on the I-5 Bridges is projected to grow by about 37 percent if the CRC project is not constructed, leading to further degradation in traffic conditions for all users. With the No-Build Alternative in the year 2030, congestion in the southbound direction on the I-5 Bridge is expected to occur 7.25 hours per day; congestion in the northbound direction is expected to occur 7.75 hours per day.

The CRC Project was designed to respond to these conditions, and includes:

- Replacement I-5 Bridges: The parallel bridges that form the existing I-5 crossing of the Columbia River would be replaced by two new bridges. The existing bridges are lift-spans; the new bridges would provide sufficient vertical clearance for river traffic without a lift span. The new eastern bridge would accommodate northbound highway traffic on the bridge deck, and a 16-20 foot wide bicycle and pedestrian path below the highway deck, within the support structure for the deck. The new western bridge would carry southbound traffic on the bridge deck, and a two-way light rail guideway within the support structure under the deck. Where each existing bridge has only three lanes and no shoulders today, each new bridge would accommodate five lanes (three through lanes and two add/drop lanes) with shoulders.

- Highway, Interchange, and Local Street Improvements: The I-5/Washington State Route 14 (SR 14) interchange would be rebuilt to align with the new bridge profile and improve access to downtown Vancouver. The I-5/Mill Plain interchange in Vancouver would be reconfigured as a tight diamond interchange to minimize queuing that blocks the free-flow of traffic through the interchange. The I-5/ Fourth Plain interchange in Vancouver would be improved to better serve truck traffic to the Port of Vancouver and vehicle traffic to the Clark College Park-and-Ride. The Marine Drive interchange in Portland would be rebuilt as a single-point urban interchange. A local road proximate to the Marine Drive interchange would be extended across the North Portland Harbor to provide local access to and from Hayden Island, situated in the Columbia River between Portland and Vancouver, as an alternative to the highway-only access available today. The Hayden Island interchange would be rebuilt as a split tight diamond interchange. A series of add/drop lanes would be inserted at strategic locations in the corridor to minimize conflicts between through traffic and vehicles entering or exiting the freeway.

- Light Rail Transit: The CRC Project includes a 2.9-mile, two-track extension of the existing light rail "Yellow Line" from the Expo Center station in north Portland, across the North Portland Harbor, over Hayden Island, across the Columbia River within the support structure for the highway deck of the new western (southbound traffic) bridge, and through downtown Vancouver within street right-of-way, ending at a terminus station near Clark College. Five new light rail stations would be constructed. Stations would include real-time schedule trackers, closed circuit monitors, fare ticket dispensing machines, and other amenities. Three park-and-ride garages would be built providing about 2,900 spaces. Nineteen new light rail transit vehicles (LRVs) would be purchased.

- Pedestrian and bicycle facilities: The existing bike/pedestrian path over North Portland Harbor would be connected to a new multi-use path crossing Hayden Island and continuing under the highway deck of the new bridge crossing the Columbia River to SE Columbia Way in downtown Vancouver. The project includes new connections to nearby bicycle and pedestrian facilities and other new facilities for bicyclists and pedestrians in the project vicinity.

- Transportation demand and system management: In addition to the above, the project includes: (i) variable message signs, (ii) enhanced incident response capabilities on I-5, (iii) expanded traveler information systems with real-time traffic monitoring equipment and cameras, and (iv) transit-preferential signals. A Regional Mobility Council will be established to provide performance measure-based recommendations on long-term operations of all modes traveling within the project corridor and on adjoining city streets and highways. TDM programs would be operated during project construction such as purchasing or leasing additional buses for use by transit districts, and supplemental funding for vanpool and carpool programs.

The CRC Project phasing plan is still under development. It is currently assumed that the first phase will include, at a minimum, the construction of the new bridges, light rail extension and park and rides, bridge touchdowns in Oregon and Washington, bicycle/pedestrian facilities, a new local (non-freeway) connector between North Portland and Hayden Island and interchange improvements at SR 14, Marine Drive and Hayden Island. Additional work to complete the project could be included in the first phase or occur in subsequent phases. This work includes interchange improvements at Fourth Plain Boulevard and Mill Plain Boulevard. The traffic and toll revenue analysis prepared by the Consultant will need to address the impacts of the phasing scenario(s).

Additional information on the CRC Project can be found on the project website: www.columbiarivercrossing.org.

1.3 Overview of Tolling Framework

The current project anticipates tolling the existing I-5 Bridges during the construction of the new bridges (pre-completion tolling) and tolling of the new bridges as they open for traffic (post-completion tolling). The current project development schedule anticipates the new southbound bridge opening about two years before the new northbound bridge opens. During some construction phases, the new southbound bridge will carry both northbound and southbound traffic.

Current plans contemplate variable rate tolls based on the time of day, day of week, and vehicle classification. Collection of tolls occurs through an all-electronic toll collection system (ETC). There will be no toll booths. Customers can make toll payments by one of two methods; (1) electronic identification for customers with transponders with charges transmitted to a computer system that automatically invoices or debits the vehicle-owner's account or (2) customers without a transponder pay via a license plate recognition (pay-by-plate) system that either (i) matches the license plate to a customer account or (ii) identifies and invoices the vehicle's owner. Customers with a transponder would pay the base "transponder rate" for that vehicle type and time of day. Vehicles without a transponder would pay the applicable transponder rate plus a "pay-by-plate" surcharge to cover the added costs of processing.

Tolls will be charged for travel on the new I-5 Bridges and possibly during construction on the existing I-5 Bridges. Toll revenues or bond proceeds may be used to pay expenses of the entire CRC project. Tolling would be implemented through a cooperative agreement between WSDOT and ODOT. It is currently assumed that toll rates would be set jointly by the Washington State Transportation Commission (WSTC) and the Oregon Transportation Commission (OTC), and that WSDOT would oversee toll collections. While the financing structure has not been finalized, it is currently assumed that toll revenues may be divided between the states and both Washington and Oregon may issue bonds/loans pledging toll revenues.

Due to the bi-state tolling structure, the analysis and reports prepared by the Consultant will be employed by both Oregon and Washington to (a) provide traffic and toll revenue forecasts in support of the OTC's and WSTC's activities to set the toll rate schedule for the CRC Project, (b) meet credit rating agency and capital market requirements, and (c) support any application for TIFIA or other Federal credit programs. Consequently, a steering committee consisting of representatives from the Client Team will oversee the work and products of the Consultant.

In addition, the Consultant will be expected to coordinate with a technical advisory committee of modeling and other technical staff from ODOT, WSDOT, Metro (the metropolitan planning organization (MPO) in the Oregon portion of the region), the Southwest Washington Regional Transportation Council (the MPO in the Washington portion of the region), and others.

1.4 Summary of Toll Analyses to Date

Various preliminary traffic and toll revenue forecasts have been prepared for environmental documents, financial planning purposes, and required submissions to USDOT. These forecasts have considered a number of toll rate scenarios. Due to the pre-investment-grade nature of the toll modeling, a two-stage forecasting methodology was employed. The first stage consisted of employing Metro's regional travel demand models, which are described in the available supplementary information listed in Exhibit A of this RFP. The second stage consists of post-processing the Metro model results for the I-5 corridor using micro-simulation operations models (VISSIM) and other adjustments to refine the regional model results.

The Metro regional model employs values-of-travel-time (VOT) from a 2009 stated preference survey prepared for the CRC Project. The Consultant will be expected to review this survey and resulting values-of-travel time for use in developing the investment grade model and completing the investment grade traffic and revenue studies. Documentation regarding this survey is included in the supplemental information in Exhibit B.

The most recent traffic and toll revenue forecast results are shown in the Final Environmental Impact Statement (FEIS) for the CRC Project. The traffic impact analysis, shown in Section 3.1 of the FEIS, is based on the post-processed traffic forecasts. The toll revenue analysis is described in Sections 4.3.3 and 4.4.2 of the FEIS. This analysis considered three different toll rate schedules for post-completion tolling and one toll rate schedule for pre-completion tolling. For each toll rate schedule a range of forecasted toll revenues was reported: the Medium estimate was based on 2015 and 2030 forecasted volumes from the Metro regional model (and related extrapolations), the Low estimate was a 15 percent factored reduction from the Medium estimate, and the High estimate was based on the 2015 and 2030 post-processed traffic volumes (and related extrapolations).

1.5 Metro Regional Travel Demand Models

The Metro modeling set can be made available to the Consultant, if desired, for use in developing the investment-grade models. Information on the Metro model is contained in Exhibit A. If the Consultant bases its investment-grade models on Metro's regional modeling set, the Consultant will be provided the full set of Metro's regional travel models for use by the Consultant <u>on this project only</u>. Modeling set refinement by the Consultant will be done in coordination with the Client Team and technical advisory committee. Once the modeling set is refined by the Consultant, and during its use by the Consultant, the modeling set shall be attributed to the Consultant and shall no longer be attributed to Metro. The Consultant <u>may not use the</u>

modeling set on other projects without Metro's express written permission. To the extent that the Consultant modifies this modeling set, the Consultant will be expected to brief Metro and other members of the Client Team in an assumptions document as to the nature of these modifications as well as any recommended changes or enhancements to the Metro regional model sets.

1.5.1 Protocols for Additional Detail on Metro Models

It is anticipated that some prospective respondents to this RFP may require additional details on the Metro models and socio-economic forecasts to form its team and respond to questions incorporated in this RFP. Accordingly, a pre-submittal meeting may be held for prospective respondents in which the Metro modeling staff will provide a comprehensive explanation of their regional travel demand models. In addition, formal written questions regarding the models (and other issues) will be accepted until July 10, 2012 and written responses to those questions will be posted by 4 pm on the Consultant Services Office website: www.wsdot.wa.gov/business/consulting on July 13, 2012.

Prospective respondents to this RFP should not communicate with Metro with regards to this RFP, whether directly or indirectly, outside of the formal process described herein. Any questions regarding this RFP should be submitted and will be responded to as described in Section 6.6.

2. Preliminary Description of Anticipated Work

The final scope of work for the Consultant will be negotiated after the Consultant selection. For purposes of facilitating responses to this RFP, this section provides a preliminary explanation of activities anticipated to be undertaken by the Consultant. These activities may include, but not be limited to:

- Existing Data Compilation and Identification of Supplemental Data Needs
- Traffic and Toll Revenue Model Development
- Economic Growth Analysis for Traffic and Toll Revenue Studies
- Traffic and Toll Revenue Scenarios Development
- Preliminary Traffic and Toll Revenue Analyses for Project Planning
- Traffic and Toll Revenue Modeling Support for the Toll Rate Setting Process
- Traffic and Toll Revenue Modeling Sensitivity Testing
- Traffic and Toll Revenue Modeling Support for Responding to Legislative Questions and Requirements
- Preliminary Investment-Grade Traffic and Toll Revenue Study for Client's TIFIA Application
- Final Investment-Grade Traffic and Toll Revenue Study

Work on the first two tasks (2.1 and 2.2, below) will begin immediately after contract execution; respondents should consider staffing plans capable of expeditiously completing these tasks. The Client Team is interested in being able to use model results to inform both state legislatures on a reasonable range of toll revenue during session in 2013 (sessions commence in mid-January) and a legislative report on revenue sensitivity for specific variables due in preliminary draft form in January and in final form in June 2013.

The subsections that follow provide an overview of these activities. The final contract with the Consultant may materially differ from these preliminary overviews. In responding to Scoring Criterion 5.1, described below, respondents may recommend proposed changes to these overviews.

2.1 Existing Data Compilation and Identification of Supplemental Data Needs

Tasks preliminarily anticipated within this activity may include, but not be limited to:

- **Assess sufficiency of existing traffic count and pattern data and identify additional data to be collected, if any.** In consultation with the technical advisory committee, Consultant shall identify key transportation facilities and attractors affecting the Columbia River crossing traffic volumes. Consultant shall compile and review available historic and existing traffic count data on I-5 and other key facilities, including without limitation: annual average daily traffic (AADT), average weekday daily traffic (AWDT), daily and monthly patterns and variations in traffic volume, annualization factors, intersection counts (by vehicle classification), freeway mainline counts (by vehicle classification), vehicle classification counts, trip purpose, trip length, O-D patterns, vehicle occupancy, and travel times/speeds. Consultant shall prepare a technical memorandum explaining data deficiencies and the plan to resolve any deficiencies. Consultant shall meet with Client Team and technical advisory committee to determine the supplemental data collection scope, methodology, and responsibilities.

- **Assess sufficiency of existing stated preference survey (SPS) results and identify additional value-of-travel time data to be collected, if any.** Consultant shall review the SPS prepared for the CRC Project in 2009 and determine its sufficiency for preparing the investment-grade model. If the data from the existing SPS is deemed to be insufficient for investment-grade modeling purposes, Consultant shall prepare a technical memorandum identifying the specific limitations and the plan to cost-effectively supplement the data and/or otherwise address the limitations. Consultant shall meet with the Client Team and technical advisory committee regarding its recommendations and to determine resolution.

- **Assess traffic modeling and forecasts prepared to date and identify lessons learned to be included or addressed in investment-grade toll modeling.** Consultant shall meet with Metro and technical advisory committee to learn details of existing regional travel models, including the recent work to update and improve the Metro model. Consultant shall meet with CRC traffic team to learn details of post-processing models. Consultant shall review existing traffic and revenue reports and results prepared for the CRC Project to explain investment-grade analysis assumptions. This shall include value-of-time factors.

- **Supplemental Data Collection**. Consultant shall undertake the supplemental data collection required to develop its models and prepare its studies.

2.2 Model Development

Consultant shall be responsible for preparing a full set of transportation forecasting models, including trip-based model consisting of trip generation, destination choice, mode choice, assignment, and related models, for use in the investment-grade traffic and revenue study. Consultant may use the Metro model as an initial base model to build upon through open or proprietary models. Regardless of data sources, the

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Consultant will be responsible for formulating and implementing the investment-grade modeling set tailored to the CRC Project that meets the needs of the Client Team, credit rating agencies, and the lending community. That modeling set and its forecasts will be fully attributed to the Consultant, whether or not the Metro models were used in its development. The final modeling set must be capable of, without limitation, reliable estimates of the following:

- Traffic volumes by vehicle classification, selected time periods during the day, for weekday and weekend in the project area and other key facilities at a high level of detail
- The number and type of toll transactions on the I-5 Bridge (pre- and post-completion)
- Travel speeds and travel times by time of day
- Behavioral aspects of trip making that may have an impact on toll revenue estimates, such as changes in trip generation or trip destinations due to tolling, changes in mode choice due to tolling, etc.
- Traffic diversion from the I-5 Bridge to the I-205/Glenn Jackson Bridge
- Traffic diversion from auto to transit
- The impacts on traffic and toll revenues of alternative socio-economic scenarios
- A systematic risk analysis of toll revenues, in particular one that addresses alternative future scenarios, changing travel conditions, and sensitivities to model inputs and parameters

The Client Team is particularly interested in ensuring that the resultant modeling process and analytical methodology can efficiently assess the sensitivity of results to simultaneous changes in multiple model inputs and parameters (such as slower economic growth, higher gas prices, etc.). While this RFP does not prescribe any particular methodology, responses to this RFP should describe how the respondent intends to address the risk and sensitivity analysis; in particular, whether the respondent intends to be able to provide probabilities of different outcomes, sensitivity curves, and/or static ranges.

Consultant is also responsible for proposing and, subject to approval by the Client Team, implementing a process by which adequate review and consultation regarding the model structure and inputs will be ensured. Included in this task, Consultant will also be responsible for implementing and documenting a comprehensive model validation analysis, and obtaining the Client Team's concurrence with the model validation. Tasks preliminarily anticipated within this activity may include, but not be limited to:

- **Establish objectives/performance standards for upgraded model.** Working with the Client Team and technical advisory committee, establish the basic parameters and capabilities to be incorporated in the investment-grade models. This may include, without limitation, such factors as:
  - The factors used in the tolling modules
  - Level of disaggregation for socio-economic factors, trip purposes, vehicle classifications, etc.
  - Capabilities to describe trip patterns/diversions
  - Predictive ability regarding travel times/speeds
  - Types of toll schedules, discounts, etc. addressable by the model
  - Times of days for which there will be individual models
  - Performance measures produced by models
  - Use of micro-simulation/traffic operations models and their integration with regional models
  - Forecast years and extrapolation methods for intervening years
  - Select link capabilities
  - Validation procedures and tolerances

- Other

Consultant shall prepare a technical memorandum describing the final list of objectives and performance measures for the investment-grade models developed for the CRC Project.

- **Coordinate with Team Preparing the Net Revenue Forecasts.** The Consultant will prepare the gross toll revenues by year that will be provided to a separate team of staff and consultants that will prepare the net toll revenue forecasts for the financing model. The Consultant will be responsible for coordinating with the net toll revenue team to ensure that the toll revenue forecasts prepared by the Consultant meet the needs of the net toll revenue team.

- **Investment-Grade Travel Model Preparation and Review.** Based on the data compiled and collected and the objectives and performance standards, Consultant shall take all steps necessary to formulate, calibrate, and validate the investment-grade traffic and revenue modeling set. Consultant shall maintain on-going review and coordination activities with the technical advisory committee and Client Team during the model preparation. Consultant shall participate in peer review of the modeling effort that will be organized by WSDOT and ODOT. The peer review will take place after the refined modeling set has been completed, but before it is used in any external analysis. Consultant shall prepare detailed technical documentation of the model, calibration factors, and validation runs.

- **Inform Technical Advisory Committee on Investment-Grade Model Assumptions and Relationship to Metro Modeling.** The Consultant shall provide Metro and other interested members of the technical advisory committee a detailed presentation on how tolling was addressed in the investment grade models, other model enhancements developed for this project and discuss how they can be applied within the Metro models. The Consultant shall be available to answer questions from the Client Team and technical advisory committee, including Metro.

2.3 Socio-Economic Growth Analysis

Consultant will be provided with the latest Metro socio-economic data at a traffic analysis zone level for 2010 base data and Metro's 2035 forecast (and any intervening years that Metro may forecast). As part of the independent work for the "investment grade analysis," consultant shall undertake independent socio-economic forecasts. Consultant shall develop any interim years and post-planning horizon year forecasts of socio-economic data as required for the investment-grade analysis. Consultant shall develop such ranges or probabilities for socio-economic forecasts as required for systematic risk assessment. Consultant shall meet with Client Team and technical advisory committee to summarize socio-economic growth analysis.

2.4 Scenario Development

Consultant shall assist Client Team in developing such toll analysis scenarios as the Client Team may require for project planning or toll rate setting analyses. Consultant shall develop such toll analysis scenarios as the Client Team may require for the investment-grade traffic and toll revenue analysis. Consultant will also perform risk and probability analysis to assist the Client Team in its evaluation of various toll road revenue scenarios. These scenarios may incorporate variations of such factors as: toll rate schedules, project development and phasing plans, socio-economic growth, ramp-up assumptions, traffic conditions, transponder penetration rates, etc. It is anticipated that there will be a need for a substantial amount of scenario development and analysis over the course of the contract term.

2.5 Preliminary Analyses for Project Planning

Consultant shall assist Client Team in performing such traffic and toll revenue analyses and such toll revenue risk and sensitivity analyses that may be required to respond to specific project needs. Included in this activity is assistance in responding to legislative questions and requirements from both the Washington and Oregon legislatures. This includes development of a reasonable range of toll revenue for use during the 2013 legislative session and preparation of a required legislative report (due July 1, 2013) exploring revenue sensitivity to HOV toll exemptions; frequent user discounts; diversion to light rail, I-205 or alternate destinations; and, revenue generation by vehicle type for in region and out of region trips. Consultant shall prepare user-friendly reports, charts, tables, and presentations for such purposes. Consultant shall make such presentations as the Client Team may require regarding such studies.

2.6 Technical Assistance in Setting Toll Rate Schedule

Consultant shall assist the Client Team in performing such analyses as may be required by the WSTC and the OTC in meeting their responsibilities for setting toll rate schedules for the CRC Project. It is anticipated that the Commissions will require traffic impact and toll revenue analyses of several toll rate schedules, including variations on applicable discounts, as part of toll setting. Consultant shall prepare user-friendly reports, charts, tables, and presentations for such purposes. Consultant shall make such presentations as the Client Team may require regarding such studies.

2.7 Preliminary Investment-Grade Traffic and Revenue Study for Client’s TIFIA Application

The CRC Project anticipates applying for a TIFIA loan, perhaps by the end of 2013. To do so, in compliance with USDOT requirements for TIFIA applications, the project must obtain a preliminary investment-grade rating letter from at least one major rating agency. Consultant shall prepare the traffic and revenue and risk assessment analyses required to obtain such a preliminary rating. Consultant shall make such presentations as the Client Team may require regarding such studies.

2.8 Investment-Grade Traffic and Revenue Study

The project will require a final investment grade traffic and revenue study to obtain the TIFIA loan and/or issue bonds. Consultant shall prepare the traffic and revenue and risk assessment analyses required to obtain such investment-grade ratings from the major credit rating agencies. Analysis shall include Monte Carlo simulation. Consultant shall make such presentations as the Client Team may require regarding such studies.

3. Evaluation Process and Contractor Selection

3.1 Overview of Selection and Award Process

The Client Team will use the following multi-step process to award the contract to the selected Consultant:

- Initial Pass/Fail Screen
- Evaluation of Proposals and Short-Listing of Finalists for Interviews
- Interviews with Finalists

- Post-Interview Questions and Responses
- Ranking of Finalists and Tentative Selection of Apparent Successful Consultant
- Contract Negotiations and Award of Contract

The following sections explain each of these steps; the evaluation criteria and scoring process is described in Section 4 of this RFP.

3.2 Initial Pass/Fail and Completeness Screen

Proposals submitted in response to this RFP must be received at the specified email address (shown on page 1 of this RFP) and by the submittal deadline as Adobe Reader compatible (PDF) files. Proposals submitted after the submittal deadline or not conforming with submittal requirements (file types and submittal email address) will be considered non-responsive and will be rejected without further consideration. Proposals may not be sent by facsimile or by mail; any Proposal received by facsimile or by mail will be deemed unresponsive and will be rejected without further consideration.

3.3 Evaluation of Proposals and Short-Listing of Finalists for Interviews

All Proposals passing the Initial Pass/Fail and Completeness Screen described in Section 3.2 will be evaluated and scored by a selection committee consisting of representatives of the Client Team (the Selection Committee).

Based on the information submitted in response to this RFP and the criteria and scoring system set forth in Section 4 of this RFP, the Selection Committee will select the most qualified respondents for interviews. It is anticipated that up to three (3) “finalists” will be selected for interviews, but the number of finalists may be more or less. WSDOT and the Selection Committee also reserve the right to select a single Consultant at this stage and move directly to the contract negotiation stage described in Section 3.7. Respondents rejected at this stage will be so notified and will not be further considered.

3.4 Interviews with Finalists

The Selection Committee will interview each of the finalists. It is recommended that the respondents selected for interviews include on their interview team all personnel proposed for a major role on this project from the major firms on the team. Equal time will be allowed for all of the interviews. Each finalist will be provided a description of the interview process, included time allowed for presentations by the finalists, and will make reasonable arrangements for any equipment that may be need for such presentations.

3.5 Final Evaluation and Ranking of Finalists and Tentative Selection of Consultant for Contract Negotiations.

Based on the information provided in response to this RFP and the interviews themselves, the Selection Committee will rank the finalists based on the criteria and scoring system set forth in Section 4. While these are the same criteria and scoring system used in Section 3.3 to short-list finalists, each member of the Selection Committee may score the finalists differently than in Section 3.3, as he or she may determine, based on the additional information received after the Proposal.

The finalist receiving the highest-ranking will be tentatively selected for contract negotiations during an exclusive negotiating period. The other finalists will not be rejected at this point; and following the exclusive negotiating period may be invited to negotiate a contract and possibly be awarded the contract as described in Section 3.6.

3.6 Contract Negotiations and Award of Contract

WSDOT will enter an exclusive negotiating period with the highest ranked finalist from Section 3.6 during which the parties will seek to agree on the scope, budget, and other terms for the contract. If these negotiations are successful, the contract will be awarded to the highest ranked finalist and the other finalists will be so notified. If the exclusive negotiating period ends prior to successfully completing these negotiations with the highest ranked finalist, the Client Team, in its sole discretion, may (a) extend the exclusive negotiating period with the highest-ranked finalist, (b) continue non-exclusive negotiations with the highest-ranked finalist and commence parallel negotiations the second highest ranked finalist, or (c) terminate negotiations with the highest ranked finalist and commence non-exclusive negotiations with the second highest ranked finalist or such additional finalists as the Client Team may determine. If negotiations with the highest ranked finalist are unsuccessful during the exclusive negotiating period, the Client Team may award the contract to the any finalist with which it successfully completes contract negotiations at any time after the expiration of the exclusive negotiating period.

4. Evaluation Criteria and Scoring

4.1 Overview of Scoring Methodology

The Selection Committee will perform two separate evaluations. The initial evaluation will be used to short-list finalists as described in Section 3.3. The second evaluation will be used to rank finalists and tentatively select the highest ranked finalist for contract negotiations as described in Section 3.6. The scoring criteria and points system for both of these evaluations are the same. However, the initial evaluation will be based on only the Proposal, including related reference forms. The second evaluation will be based on the Proposal (and reference forms) and the additional information provided before the interview (if any), during the interview, and after the interview (if any).

The scoring criteria are described in Sections 4.2 through 4.7 below. The Proposals should clearly, concisely, and completely respond to each of these criteria. Proposals or other information provided by respondents not fully responding to requirements will be subject to certain reductions in scores, as described in Section 4.8. The method for determining overall scores and rankings is described in Section 4.9.

4.2 Scoring Criterion 1: Qualifications/Expertise of Firms on Team
Points – Minimum: 0; Maximum: 40

Demonstrate the qualifications and experience of the firms including in the proposed team as they relate to the requested services. Responses should address at a minimum the following:

1.1 Describe the overall staffing and organization being proposed, including the proposed role(s) of each firm for this project, and how that organization aids in the delivery of the proposed services. In describing the roles of firms or individuals be specific (i.e.; model development, traffic counts (if any), socio-economic forecasts, preparation of investment-grade analysis, etc.).

1.2 For the lead firm:

1.2.1 List all investment-grade traffic and revenue studies the firm has been engaged in within the past seven years (i.e.; since January 1, 2005). Include (a) project name and client name, (b) date of study, (c) short description of project, (d) list tasks performed by the firm, (e) contract amount, and (f) contact information.

1.2.2 For the projects listed in 1.2.1, explain the accuracy of and any differences between of the traffic and revenue forecasts compared to actual traffic counts and toll collections, where possible.

1.2.3 Describe other relevant experience of the proposed lead firm; in particular experience relevant to management and other major tasks to be performed by the firm for this project. Demonstrate the firm's broad understanding of national toll projects and the firm's ability to successfully support similar projects.

1.2.4 Describe the extent to which principals in the firm are proposed to be involved.

1.2.5 Describe the circumstances and status of any law suits in the past seven (7) years resulting from the performance of services similar to those requested herein for which the firm was (is) plaintiff or defendant.

1.2.6 Provide a fully completed WSDOT Consultant Information Form (http://www.wsdot.wa.gov/NR/rdonlyres/580166D9-1D7B-494B-ADBD-6F7C63FE6F47/0/SubmittalInformationSheetSubRev.pdf).

1.3 For other proposed firms on the team:

1.3.1 List all investment-grade traffic and revenue studies the firm has been engaged in within the past seven years (i.e.; since January 1, 2005). Include (a) project name and client name, (b) date of study, (c) short description of project, (d) list tasks performed by the firm, and (e) contract amount.

1.3.2 Describe other relevant experience of the firm as it relates to the role proposed for the firm for the CRC Project.

1.3.3 Describe the circumstances and status of any law suits in the past seven (7) years resulting from the performance of services similar to those requested herein for which the firm was (is) plaintiff or defendant.

1.3.4 Provide a fully completed WSDOT Consultant Information Form (http://www.wsdot.wa.gov/NR/rdonlyres/580166D9-1D7B-494B-ADBD-6F7C63FE6F47/0/SubmittalInformationSheetSubRev.pdf).

1.4 Describe how the individual firms teaming together have worked together before on similar projects.

4.3 Scoring Criterion 2: Qualifications/Expertise of the Proposed Project Manager for the Consulting Team

Points – Minimum: 0; Maximum: 25

Working directly for and in close communication with the Client Project Manager, the Project Manager for the consulting team will be expected to oversee the production of all consulting team deliverables, maintain schedule, and ensure quality control on consulting team work products. Demonstrate the proposed Project Manager's qualifications and experience relating to the requested services. Responses should address at a minimum the following:

2.1 Provide the proposed Project Manager's name, firm name, current work title/classification, fully-loaded billing rate, and a description of the proposed time commitment and availability of the Project Manager to this project.

2.2 List all traffic and revenue studies within the past seven years (i.e.; since January 1, 2005) in which the proposed Project Manager served as project manager. Include at a minimum (a) project name, (b) date of study, (c) a short description of project (including whether the traffic and revenue study was at an investment-grade level or for some other purpose), (d) tasks performed by project manager (clearly denote when role was as project manager), and (e) contract amount.

2.3 Describe other relevant experience of the proposed Project Manager; emphasizing experience in performing project management activities on studies of similar scope and complexity, including the Project Manager's ability to present traffic and toll revenue information verbally and to prepare or oversee the preparation of written reports.

2.4 Describe the availability of the Project Manager to meet with the Client Team, provide testimony in various public forums, and attend other meetings on short notice. Identify the percent of the Project Manager's time that is planned for this project over the next two years, and any significant existing or anticipated concurrent commitments of the Project Manager's time during that period.

Note: Information provided for Criterion 1 may be addressed by reference, and need not be duplicated here.

4.4 Scoring Criterion 3: Qualifications/Expertise of Other Proposed Key Personnel (Includes Sub-Contractors) Points – Minimum: 0; Maximum: 25

Demonstrate the qualifications and experience of other key personnel (including those of sub-contractors) relating to the requested services. Key personnel at a minimum include person(s) primarily responsible for (a) investment-grade model development, (b) socio-economic forecasting, (c) performance of traffic and revenue analyses, (d) preparation of investment-grade traffic and revenue report, (e) if any, the deputy project manager, and (f) if included on team, managing primary data collection. Responses should address at a minimum the following:

3.1 Provide key person's name, proposed role on this project, firm name, current work title/classification, fully-loaded billing rate, and a description of the time commitment and availability of the key person to this project.

3.2 List all traffic and revenue studies within the past seven years (i.e.; since January 1, 2005) in which the key person participated. Include at a minimum (a) project name, (b) date of study, (c) a short description of project (including whether the traffic and revenue study was at an investment-grade level or for some other purpose), (d) key person's role in the study, (e) contract amount.

3.3 Describe other relevant experience of the key person; emphasize experience in performing work on projects of similar scope and complexity.

Do not duplicate information for personnel providing more than one of these key activities; but make sure to provide the relevant experience for each of the key activities performed by such personnel. Information provided for Criteria 1 and 2 may be addressed by reference and need not be duplicate here.

4.5 Scoring Criterion 4: References

Points – Minimum: 0; Maximum: 10

Demonstrate the quality of performance by team members on previous projects by providing three (3) references.

- 4.1 For the lead firm, provide references for the three (3) most recent investment-grade traffic and revenue studies performed by the firm as the lead firm.
- 4.2 For other firms on the team, provide references for the three (3) relevant projects performed by the firm in the past five years. To be relevant, the services provided by the firm for the project must be similar in nature and complexity to those proposed to be performed by the firm for the CRC Project.

References must be provided on the WSDOT Performance Evaluation form (http://www.wsdot.wa.gov/NR/rdonlyres/478C48B3-6A80-4F98-8582-FF18F73085E3/0/PerformanceEvaluationReference.pdf). The reference form must be submitted directly to WSDOT by the reference by the due date for the Proposal. WSDOT reserves the right to directly contact some or all references as a follow-up to the submitted forms. WSDOT may use the results of such direct contacts in scoring this criterion.

It is the respondent's responsibility to contact each reference to:

- *Ensure the client contact information is correct*
- *Request that the reference or alternate reference completes the required form and returns it directly to WSDOT at the required location and by the required date and time. References not received by the due date and time will not be considered.*

4.6 Scoring Criterion 5: Understanding of the Required Services

Points – A. Technical Approach (5.1) Minimum: 0; Maximum: 35
B. Management Approach (5.2 and 5.3) Minimum: 0; Maximum: 15

Demonstrate that the team understands the services being requested, has the capacity and organization to efficiently deliver the services, and has a well-conceived approach to the technical work by providing the following:

5.1 Describe your technical approach to providing the required services. The description should address the critical issues as perceived by the team; at a minimum the following questions must be addressed:

(a) Do you anticipate using the Metro model or your own proprietary model as the foundation for developing the investment-grade modeling set; explain why. If you anticipate using your proprietary model, why is that better than using the Metro model?

(b) If you anticipate using the Metro model as the foundation to the investment-grade modeling set, what refinements, improvement, or additions do you envision making to the Metro models?

(c) How do you intend to validate population and employment forecasts? How do you intend to address the uncertainty in the population and employment forecasts?

(d) Have you used Monte Carlo simulation or other methods to create a statistical distribution of traffic and revenue estimates in previous traffic and revenue studies? Do you recommend using such methods in performing work under this RFP? Why?

(e) What other methodologies do you intend to use to provide a systematic and comprehensive risk analysis of the traffic and toll revenues? Why?

(f) What other critical methodological issues do you see that may affect the successful completion of the services? How do you plan to address them?

5.2 Describe the management approach, including quality assurance/quality control procedures and methods used to control costs.

5.3 Describe how the team can accommodate varying levels of work assigned through NTPs, including any limitations. Explain the anticipated availability of team members to attend meetings in the Portland Metro area, Olympia or Salem areas, particularly on short notice.

4.7 Scoring Criterion 6: Cost Factors (Prime Consultant Only)

Points – Minimum: 0: Maximum: 10

Include the following:

6.1 Statement of Billing Rates:

(a) Descriptive statement that the rates listed are the lowest/best rates given to any client;

(b) The beginning and ending dates that the quoted hourly rates are valid;

(c) Listing of all proposed key personnel with corresponding labor classifications, clearly identifying the proposed project manager; and

(d) The hourly billing rates for each labor classification.

4.8 Calculation of Overall Scores

The scoring process for the initial and final evaluations by the Selection Committee is the same. Based on the information provided by the respondent, each member of the Selection Committee will provide a point score for each Scoring Criterion that is within the range of points available for that criterion. Based on their individual scorings, each member of the Selection Committee will rank order the candidates. The individual rankings of each member of the Selection Committee will be merged into an overall composite ranking of the candidates by the Selection Committee. The initial overall composite ranking will be used to short-list finalists for interviews as described in Section 3.3. The final overall composite ranking of finalists will be used to tentatively select the highest ranked finalist for negotiations as described in Section 3.7.

5 Submittal Information and Requirements

5.1 Schedule

Shown below is the anticipated schedule for awarding a contract under this RFP. Client reserves the right to modify this schedule prior to the submittal date for Proposals by posting an amendment to this RFP linked from the following website http://www.wsdot.wa.gov/Business/Consulting/Ads/Default.htm. Client reserves the right to modify this schedule after the submittal date for Proposals by emailing finalists of the amended dates.

UPDATED: July 20, 2012 – changes are highlighted

Activity	*Updated Dates*
RFP Issued/Published	June 29, 2012
Pre-Proposal Meeting	July 9, 2012
Questions from Respondents Due	July 10, 2012
Answers to Questions from Respondents	July 13, 2012
Proposal Submission Date	July 20, 2012
Initial Pass/Fail Completeness Review	July 24, 2012
Selection Committee Completes Initial Scoring - Selects Finalists	August 7, 2012
Notify Respondents/Invite Finalists to Interview	August 8, 2012
Interviews	August 27, 2012
Selection Committee Completes Final Scoring - Ranks Finalists	August 28, 2012
Contract Negotiations begin with apparent successful consultant	August 29, 2012
Contract Execution	September 28, 2012
Notification to firms of final selection	September 28, 2012
Debriefing Period	October 4-10, 2012

5.2 Proposal Submittal Requirements

The Proposal submitted in response to this RFP must include the following items in the order shown:

- REQUIRED: A cover letter signed by an authorized representative of the lead firm; additional signatures by authorized representatives of other firms on the team are permitted.
- REQUIRED: Specific responses to the scoring criteria are described in Sections 4.2 through 4.7. The responses must specify the specific criterion or sub-criterion being addressed by the numbering system shown in Sections 4.2 through 4.7, and must be in the order shown in Sections 4.2 through 4.7.
- REQUIRED: A fully completed WSDOT Submittal Information Form (http://www.wsdot.wa.gov/NR/rdonlyres/580166D9-1D7B-494B-ADBD-6F7C63FE6F47/0/SubmittalInformationSheetSubRev.pdf) for the lead firm.
- REQUIRED: A fully completed WSDOT Submittal Information Form (http://www.wsdot.wa.gov/NR/rdonlyres/580166D9-1D7B-494B-ADBD-6F7C63FE6F47/0/SubmittalInformationSheetSubRev.pdf) for each firm on the team other than the lead firm.
- REQUIRED: A one page (one-sided) resume for the project manager identified pursuant to Section 4.3, other key team members identified pursuant to Section 4.4, and any principals of the firm(s) that are expected to have a substantial role under this contract. No more than ten (10) resumes shall be provided.
- REQUIRED: In conjunction with the Proposal, but not included in the Proposal, each respondent must cause to have references provided by the Proposal submittal deadline, as described in Section 4.5. References must be provided on the WSDOT reference form (http://www.wsdot.wa.gov/NR/rdonlyres/478C48B3-6A80-4F98-8582-FF18F73085E3/0/PerformanceEvaluationReference.pdf). The reference form must be submitted directly to WSDOT by the reference by the due date for the Proposal. Three references are required for each firm on the team.

The Proposal submitted meet the following format requirements:

UPDATED: July 20, 2012 – changes are highlighted

- REQUIRED: Proposals must use 12-point font on all text in the body of the proposal. If charts and/or graphs are utilized text must be no smaller than 8 point.
- REQUIRED: The Proposal must be broken into two (2) packets. Packet A is limited to 30 pages as described below. Packet B is not page limited. Content for both packets is outlined below. Except as explained later in this paragraph, one (1) page is defined as one side of a single 8-1/2” X 11” sheet of paper. Each side of a sheet of paper counts as one (1) page, whether or not any text, table, or graphic is shown, or the page is fully utilized. Thus, one (1) sheet of 8-1/2” X 11” paper constitutes two (2) pages. Up to two (2) sheets of 11” X 17” paper, constituting four (4) pages may be included in the Proposal for tables or diagrams. Divider pages, cover letter, forms, and references do not count toward the page limit.
- REQUIRED: Proposals must be submitted as two (2) separate Adobe Reader compatible (PDF) files: Packet A and Packet B.

  Proposal/submittal “Packet A” must consist of:
  - The proposal which responds to Criteria 1 through 5 (described in Sections 4.2 – 4.6)
  - Packet A is limited to 30 pages, not including a front cover to label the packet.

  The proposal “Packet B” must consist of:
  - The letter of transmittal
  - The response to scoring Criteria 6 (described in Section 4.7)
  - The resumes requested (maximum number: 10)
  - The WSDOT submittal information forms
  - Packet B has no page limitations

The proposal shall meet the following requirements or may be deemed non-responsive and may not be eligible for consideration of this work:
- Title of the Request for Proposals, and the lead firm clearly identified on the cover of the submittal Packets A and B, and the letter of transmittal;
- Proposals broken into Packet A and Packet B as indicated above;
- Responsive to all evaluation criteria;
- Meeting page limitations and font size requirements; and,
- Meeting submittal deadline submission date.

Faxes submittals will not be accepted. Submittals must arrive at the following email address no later than 4:00 pm on Friday, July 20, 2012

The fully submittal deadlines and other requirements must be complied with:

- REQUIRED: Due Date: July 20, 2012 by 4:00 PM PDT
- REQUIRED: Submittal email address: CSOSubmittals@wsdot.wa.gov

NOTE: Submitters may want to consider setting your email to automatically receive a “Delivery/Read Receipt” for confirmation purposes.

Multiple emails are acceptable due to file size limitations of 10 MB per email.

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All questions regarding this solicitation must be provided in writing, no later than July 10, 2012 and sent via email to Carley Francis at francisc@columbiarivercrossing.org.

If necessary, WSDOT will produce a "Question & Answer" document that will be posted under a separate link on the main page of this advertisement.

5.3 Other Submittal Requirements

Requirements related to other submittals that may be required by WSDOT will be specified when such submittals are requested.

6. Special Instructions and Rights Reserved by WSDOT

6.1 **Conflicts of Interest**. Respondents shall disclose any currently known or potential conflicts of interest with Client Team and the States of Oregon and Washington.

6.2 **Amendments to RFP**. WSDOT reserves the right to amend or cancel the RFP by addendum before the final submittal due date. Revisions the RFP shall be posted on the WSDOT web page at least one full business day prior to the deadline for submittal of responses. It is the responsibility of each respondent to check the Web site for any revisions related to this RFP. Respondents shall each confirm in the transmittal letter of its response the receipt of all addenda issued to this RFP.

6.3 **Non-commitment of WSDOT**. This RFP does not commit WSDOT to award a contract, to pay any costs incurred in the preparation of a response to this request, or to procure or contract for service

6.4 Confidentiality and Public Records

Any information contained in the response that is proprietary or confidential must be clearly designated. Marking of the entire submission as proprietary or confidential may be rejected as non-responsive.

To the extent consistent with chapter 42.56 RCW, the Public Disclosure Act, WSDOT shall maintain the confidentiality of the Consultant's information marked confidential or proprietary. If a request is made to view the Consultant's proprietary information, WSDOT will notify the Consultant of the request and of the date that the records will be released to the requester unless the Consultant obtains a court order enjoining that disclosure. If the Consultant fails to obtain the court order enjoining disclosure, WSDOT will release the requested information on the date specified.

WSDOT's sole responsibility shall be limited to maintaining the above data in a secure area and to notify the Consultant of any request(s) for disclosure for so long as WSDOT retains the Consultant's information in WSDOT records per state law. Failure to so label such materials or failure to timely respond after notice of request for public disclosure has been given, shall be deemed a waiver by the Consultant of any claim that such materials are exempt from disclosure.

6.5 **Restrictions on Additional CRC Project Contracts for Selected Consultant**. The selected firm(s) will be precluded from bidding on any design-build solicitation for construction of the CRC Project unless it can demonstrate that any personnel working on this traffic and toll revenue study are isolated (firewalled) from firm personnel participating in developing a design-build proposal for the firm.

6.6 **Questions Regarding this RFP**: Questions regarding this RFP must be submitted in writing to Carley Francis (francisc@columbiarivercrossing.org) via email no later than July 10, 2012. Questions will not be accepted by phone or in person, except at the pre-submittal conference.

Responses to questions will be posted on the website: www.wsdot.wa.gov/business/consulting.

7. **DBE Participation.** The Department has an overall Disadvantage Business Enterprise (DBE) goal. The DBE goal for participation for this project will be obtained through a combination of race-neutral/race-conscious means as outlined in WSDOT's "Disadvantaged Business Enterprise Program Plan."
PLEASE NOTE: THIS PROJECT IS SUBJECT TO A 5% DBE GOAL.

8. Exhibits

Exhibit A: Metro Model Documentation and CRC Toll Modeling Methodology
Exhibit B: CRC Stated Preference Survey