



State of New Hampshire

DEPARTMENT OF TRANSPORTATION

Privatization of the Dover and Portsmouth Bus Terminals

DRAFT RFQ 2019-**XXX**

RFQ ISSUED.....**FEBRUARY** __, 2019

STATE CONTACT.....

Shelley Winters
Administrator, Bureau of Rail & Transit
New Hampshire Department of Transportation
shelley.winters@dot.nh.gov

CONTRACT TYPE.....FACILITIES LEASE AGREEMENT

QUALIFICATIONS DUE..... **APRIL** __, 2019

AT: New Hampshire Department of Transportation

Physical Address

John O. Morton Building
7 Hazen Drive
Concord, NH 03301

Mailing Address

P.O. Box 483
Concord, NH 03302-0483

11-30-18 version

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1. INTRODUCTION

1.1. Overview and Project History.

The New Hampshire Department of Transportation (NHDOT) is seeking a partnership through and execution of a Facilities Lease Agreement with a private entity (hereinafter known as the Operator) to undertake the development and long-term operation of its two bus terminals/park & ride lots located in Portsmouth and Dover, NH.

For the State, the Portsmouth and Dover bus terminal facilities are 18 years old and 10 years old respectively and have increasing maintenance and operating costs, increased capital costs for building improvements and security systems as well as the need for expanded parking in the very near future. The ability to address these issues is becoming more difficult given the available federal and state funding sources and less timely given the process needed when capital improvements are completed by the public sector.

For the user, the lack of available parking due to increased transit demand, carpooling and vanpooling, and parking abuse results in a negative impression of the facility and of the services offered. This is a continuous challenge for the current Contracted Facility Operator, which is committed to provide a positive experience for the users. With continued growth expected, the current parking model is unsustainable. To control parking and to improve the overall user experience, the selected Operator will institute parking control measures at the Dover and Portsmouth bus terminals/park & ride lots. Such measures will likely include fee-based parking. At numerous locations throughout the United States, fee-based parking has proven an effective management tool in addressing needed maintenance and operating costs, and has provided revenue for capital improvements that can be used to address parking capacity issues and preventing parking abuse.

1.2. Current Site Operations

The Portsmouth facility, located at 185 Grafton Drive, was constructed in 1999 and has a 4-dock bus terminal and 1,248 parking spaces. The Dover facility, located at 23 Indian Brook Drive, was constructed in 2008 and has a small bus terminal and 450 parking spaces. Off-site satellite parking at both locations is provided by the current Portsmouth & Dover facility operator during peak periods, primarily during the summer and school vacation weeks. Both facilities have regular transit service provided by C&J Bus Lines and COAST. C&J Bus Lines is an intercity/commuter operator providing service from Dover and Portsmouth, NH to Boston South Station and Logan Airport as well as service to New York City. COAST is the local public transit operator that provides service in 13 communities in the NH Seacoast and southern Maine including Portsmouth and Dover.

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1.3. Development Approach and Key Details

The selected Operator will be responsible for operating and maintaining the facilities for their originally intended purpose of reducing congestion and improving air quality and being available for use by commuters, persons utilizing transit services, and persons using other shared ride activities. The selected Operator will be responsible for staffing the terminal buildings and keeping them open to the public a minimum of 16 hours per day weekdays (to include peak commuting times) and 12 hours per day weekends/holidays. The selected Operator will also be responsible for establishing accessibility standards and procedures for public transit providers (intercity, local, other), private transit providers (charter, shuttle, other), other transportation providers (taxi, Uber, Lyft, other) to include fee structures (docking, departure, per passenger, other) for providers with standards for fee structure escalation throughout the term of the lease.

The selected Operator has the option to implement fee-based parking at one or both park & ride facilities in order to gain additional revenue for needed maintenance and operation costs, required building and site capital improvements, including the opportunity to expand parking either on-site with a parking structure or off-site through purchase/lease and development of additional land for parking.

The selected Operator will be required to follow the applicable provisions identified by Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) as outlined in Title 23, Code of Federal Regulations (CFR) as FHWA funds were used to construct the park & ride facilities and FTA funds are now used for maintenance and operating costs. This includes advertising and concessions within the terminal building as long as the transit focus is maintained.

Opportunities for the Operator

- Fee-based parking, which would provide the opportunity to gather a predictable revenue stream in order to offset maintenance and operating costs, as well as required building and site capital improvements associated with the park & ride facilities and any shuttle operations serving the premises.
- Exploration of other revenue enhancing initiatives, such as additional parking revenue from expanded parking either on or off-site, additional docking fees from new transit providers, and advertising and concessions inside the terminal building

Benefits to the State

- Increase potential for the use of transit services, carpooling, and vanpooling if additional on or off-site parking is provided.

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- Fee-based parking would manage the demand on the lots thereby effectively managing overnight and extended parking to reduce the periods of time the lots are at capacity. This would improve the ability of users to obtain parking at the lots thereby improving user expectations.
- Under the terms of the Facility Lease Agreement, the selected Operator will be responsible for 100% of the costs of maintaining and operating the facilities in a state of good repair, including landscaping and snow removal, resulting in no maintenance cost to the State over the term of the lease.
- The selected Operator will be responsible for developing and implementing strategies to deal with increased parking demand through the term of the lease. This would include being responsible for the design, construction, operation, and maintenance of any fee-based parking equipment throughout the term of the lease.
- The selected Operator will be responsible for completing programmed improvements and repairs to buildings, parking areas, and other amenities more efficiently due to fiscal and budget stability. Additionally, NHDOT will not have to budget for preventative and unscheduled maintenance at the facilities throughout the term of the lease.
- The selected Operator will be able to respond to unplanned maintenance issues and effect repairs in a timelier manner due to organizational flexibility. Additionally, NHDOT employees will not be required to respond to maintenance issues at the facilities, freeing them for other priorities.
- The selected Operator will have the option to invest a certain percentage of the proceeds into parking expansion opportunities.
- The State will not be required to invest in construction of expanded parking at the facilities to meet current and future demand. Cost for expanded parking is projected to be significant due to limited property adjacent to the facilities that would be available for additional parking.
- The State will seek a fixed rent and percentage of gross revenue from the total parking fees and any additional revenues collected.

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- At the end of the lease term, the facilities will be transferred to the NHDOT in satisfactory and operational condition. This would include any new infrastructure constructed or installed at the facilities or additional property purchased for expanded parking during the term of the lease.

Benefits to the NHDOT

- The selected Operator will be responsible for providing all equipment and staff necessary to operate the facilities for their intended purposes.
- The selected Operator will be responsible for all utility costs to operate the facilities (e.g., water, gas, fuel oil, electricity, communication, garbage/refuse disposal), to include lighting costs for the parking areas.
- The NHDOT will shift all general liability for operation of the facilities to the selected Operator.
- NHDOT staff will shift its focus from day-to-day oversight of terminals and park & ride lots to other priorities, including the safe delivery of passenger transportation.

Miscellaneous Benefits

- Municipalities where the facilities are located will realize a significant increase in property tax revenue for the land and leased facilities that will be paid by the selected Operator.

1.4. Proposed Public Private Partnership

The NHDOT will negotiate and enter into a Facilities Lease Agreement for the Dover and Portsmouth bus terminals/park & ride lots with the Operator for no less than 30 years (with two five-year options to extend, at the sole discretion of the NHDOT), during which time the Operator will be responsible for all financial obligations for developing, maintaining, operating and potentially expanding the facilities.

1.5. Goals of the Private Partnership

In pursuing this partnership, the NHDOT has five specific goals which will guide the criteria used to select of the Operator under the RFP solicitation. They are:

Goal #1 – Ensure that the facilities are operated to a high standard that will promote the growth of public transportation, carpooling and vanpooling in the southeastern NH area.

- Detail of facilities operation plan that:

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- Ensures the bus terminals will be open a minimum of 16 hours per day weekdays (to include peak commuting times) and 12 hours per day weekends/holidays.
- Includes facility accessibility standards and procedures for public transit providers (intercity, local, other), private transit providers (charter, shuttle, other), other transportation providers (taxi cab, Uber, Lyft, other ride hailing services) to include fee structures (docking, departure, per passenger, other) for providers with standards for fee structure escalation throughout the term of the lease.
- Provides accessibility standards and procedures for users that engage in carpooling and vanpooling.
- Provides accessibility for the general public to drop off or pick up passengers at the bus terminals without paying a fee.
- Details of advertising, concessions, and other activities proposed at the facilities.

Goal #2 – Ensure that the facilities are maintained to a high standard that will provide a positive customer experience for the users of the facilities.

- Detail of facilities maintenance plan that includes facilities condition assessment procedures and standards that will ensure the facilities meet or exceed FHWA and/or FTA state of good repair standards throughout the term of the lease.
- Detail of capital improvement plan/asset management plan showing programmed facility lifecycle capital improvements throughout the term of the lease.
- Staffing plan that demonstrates ability of the Operator to maintain the facilities to a satisfactory standard and to respond to unscheduled facility maintenance needs in a timely manner.

Goal #3 – Efficient and effective management of parking at the facilities to control capacity and prevent abuse.

- Detail of any proposed fee-based parking infrastructure design, construction, operation, and maintenance.
- Detail of parking security infrastructure design, construction, operation, and maintenance.

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- Staffing plan that demonstrates ability of the Operator to meet level of operations and maintenance required for parking management.
- Detail of parking enforcement policies and procedures that will be instituted.
- As applicable, detail of initial fee structure with standards and procedures for fee structure escalation throughout the term of the lease.
- Detail of Operator's proposed strategy to deal with growth and increased parking demand.

Goal #4 – Provide a fair return to the NHDOT.

- Structure and amount of payment to the NHDOT through the Facilities Lease Agreement (fixed rent plus percentage of gross revenues collected by the as defined by the Operator). This may include bus terminal/park & ride facility parking fees, boarding and alighting fees, and/or advertisement and concession revenues.

Goal #5 – Provide for the transfer of the facilities at the end of the lease term.

- Detail for the transfer of the facilities (including facilities expanded or additional property acquired for parking) to the NHDOT or to another entity in satisfactory and operational condition to include all infrastructure constructed or installed at the facilities during the term of the lease.

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2. OVERVIEW OF THE PROCESS

2.1. Description of RFQ and RFP Process

The NHDOT, on behalf of the State, has issued this Request for Qualifications (RFQ) to identify potential Operators and their Teams interested in long-term operation and potential development of its two bus terminals/park & ride lots located in Portsmouth and Dover, NH. For those Operators that meet the qualification requirements as set forth in this RFQ, the NHDOT will issue a Request for Proposals (RFP). The RFP would provide the opportunity for those Operators to clearly identify how these bus terminals/park & ride lots would be operated, maintained, developed, and potentially expanded and turned over to the State at the end of the facilities lease.

A Selection Committee, comprised of representatives from NHDOT, will review, interview, rate, and recommend an Operator to the NHDOT Commissioner. The NHDOT Commissioner will then approve Operator selection and forward to Governor and Executive Council for the award of the facilities lease agreement.

Details of the RFQ and RFP are summarized below.

Request for Qualifications (RFQ)

The RFQ process will allow the Selection Committee to broadly evaluate potential Operators against baseline criteria and determine if they should be advanced to the RFP process. Proposed baseline criteria to be considered include:

- Operator and Team qualifications and experience
- Indication of sufficient financial strength
- Facilities operation and maintenance plan and, as applicable, high-level site expansion approach (description, possible locations, conceptual layout)
- Acknowledgement of proposed contract terms and desired State outcome

The Selection Committee will review each Operator qualifications package and shortlist up to four of the top firms to receive the RFP.¹ Shortlisted firms will be selected based upon qualifications, experience, facilities operation and maintenance plan and expansion approach as defined in this RFQ. Financial strength and acknowledgement of proposed contract terms will be considered pass/fail.

¹ The RFP phase is contingent upon final approval of the P3 Commission, NHDOT, and Federal Highway Administration.

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Request for Proposals (RFP)

The RFP process will allow Operators who are shortlisted from the RFQ to further detail their proposed approach to developing and operating the Portsmouth and Dover bus terminals/park & ride lots. The RFP will identify additional criteria that the shortlisted Operators will need to respond to in their detailed proposals. Detailed criteria to be considered include, but are not limited to:

- Detail of financial strength to support ongoing operation, maintenance, as well as design and construction if the Operator proposes expansion of the facilities, including all bond and insurance requirements
- Parking management and pricing control (if applicable)
- Approach to expanding the Dover and Portsmouth facilities with the least amount of disruption to the existing bus terminals/park & ride facilities (if applicable)
- Overall expanded bus terminal/park & ride concepts, including detailed site layouts, parking control plan, additional building requirements (if applicable), sustainability, and environmental footprint
- Acceptance of proposed contract terms
- Innovation related to operation, maintenance, efficiency, sustainability, and possible parking expansion of the bus terminal/park & ride facilities
- Parking management record at similar sized locations
- Operation and maintenance record on similar size projects
- Design and construction record on similar sized parking facility expansions and site development (if applicable)
- Staffing plan that demonstrates ability of Operator to meet level of operations and maintenance required
- Opportunity to expand use of facilities, including new tenants, additional transit operators, and advertisement and concessions revenue inside the terminal buildings subject to any applicable FHWA and FTA limitations
- Proposed customer service feedback approach and marketing strategy
- Operator proposed strategy to deal with facility growth and demand, including temporary and seasonal parking demand
- Structure and amount of fixed rent and percentage of gross revenue payment to State through Facilities Lease Agreement for bus terminal/park & ride facility parking fees, boarding and alighting fees, as well as advertisement and concessions revenue, as applicable
- Life cycle approach to the operations, maintenance, and potential expansion of the bus terminal/park & ride facilities
- Robustness of Asset Management Plan

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- Experience in long-term facility management, including environmental and safety records

The Selection Committee will review proposals and develop initial scores for each Operator. Each Operator will be interviewed by the Selection Committee, which will provide the opportunity for the Operator to more fully describe their facilities approach and key aspects of their proposal.

The Selection Committee, at its sole discretion, reserves the right to ask for clarifications or additional information from each Operator, prior to or following the interviews. In addition, the Selection Committee, at its sole discretion, reserves the right to request a Best and Final Offer (BAFO) of each Operator following the interviews.

If requested to submit a BAFO, Operators will need to consider any issues or concerns raised during the pre-and post-interview process, and make changes deemed viable to their original proposal in their BAFO. The Selection Committee will then determine which Proposal, if any, best helps the State achieve its goals as described in the RFP, and make recommendation to the Public-Private Partnership (P3) Infrastructure Oversight Commission and Governor and Executive Council.

2.2. Operator Conference

A voluntary Operator conference and site visit will be held on February __, 2019 at 10:00 am EDT as identified in Section 2.6: *Schedule*. The Operator conference will be held at:

**Portsmouth Transportation Center
Portsmouth, NH
I-95 Exit 3A/Route 33
185 Grafton Drive**

All Operators who intend to submit Qualifications are strongly urged to attend the Operator conference and site visit. Site visits will be conducted at both Portsmouth and Dover. Operators are responsible for providing their own transportation between the two bus terminal/park & ride facilities. Operators will have an opportunity to ask questions about the RFQ. The State will make a reasonable attempt to answer questions it deems appropriate; however, oral answers are not binding. Questions may include, without limitation, requests for clarification of the RFQ; suggestions or changes that could improve the RFQ; and review any applicable documentation.

Only written responses to questions provided by the Operators in writing on the provided Form 1, *Operator Inquiry Form* included in Appendix A will be binding. The State may issue an addendum to the RFQ to address any Operator inquiries that are deemed substantive. Operators will be

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responsible for any and all costs associated with attending the Operator conference and site visit, as well as all costs incurred or associated with the RFQ process.

2.3. On-Site Investigation, Limits of Reliability

If on-site investigation is desired by an Operator, then a request must be submitted to the State's designated point of contact (see Section 2.4, *Request for Additional Information*). By submitting a qualifications package, the Operator acknowledges that its right to rely on the State-furnished information in the preparation of its Qualifications is subject to the limitations specified in the Project Documents (including this RFQ, supplements or addenda, Facilities Lease Contract, and any other documents required to be executed by either party at signing of Contract) and that it is responsible for undertaking such further verifications and inquiries as appropriate to properly address such limitations.

Reference documents provided with this RFQ are not Project Documents, and as such the State makes no representations or guarantees as to, and shall not be responsible for, the accuracy, completeness, or pertinence of reference documents, and in addition, shall not be responsible for the conclusions to be drawn there from. The reference documents are made available to Operators for the purpose of providing such information as is in the possession of the State, whether or not such information may be accurate, complete, pertinent, or of any value. The submittal of a qualifications package shall be considered evidence that the Operator has made such examination.

2.4. Request for Additional Information

Any Operator requesting additional information, permission for on-site investigation, process, and/or procedural questions shall do so in writing by contacting:

Shelley Winters
Administrator, Bureau of Rail & Transit
New Hampshire Department of Transportation
P.O. Box 483
Concord, NH 03302-0483
shelley.winters@dot.nh.gov

Operators are required to submit questions via email on Form 1, *Operator Inquiry Form* included in Appendix A; however, the State assumes no liability for assuring accurate/complete email transmission/receipt and is not responsible to acknowledge receipt.

2.5. Selection Process and Qualifications Scoring

Responses to this RFQ will be evaluated by a Selection Committee (See Section 2.1) made up of individuals selected by the State. The Selection Committee will review and evaluate all conforming

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and responsive proposals according to the requirements identified in Section 4: *RFQ Requirements and Deliverables* herein.

Qualifications shall be considered conforming and responsive provided the information is submitted within the allowed time periods and contains all requested information as specified. In making its evaluation and selection, the Selection Committee will rely on the information submitted by the Operators in the qualifications and proposal packages. At any time during the solicitation, the Selection Committee may contact one or more prospective Operators through the NHDOT representative for clarifications or request additional information.

The Selection Committee will review each Operator’s qualifications package and shortlist up to 4 firms to receive the RFP. Shortlisted firms will be selected based upon qualifications and experience, as well as site expansion approach and concepts.

The Selection Committee will use a scoring scale of 100 points, which shall be applied to the qualifications as a whole. The maximum points that will be awarded by category are shown in the following table:

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CATEGORY	POINTS
QUALIFICATIONS AND EXPERIENCE	50
<i>Operators Experience in Similar Projects (up to 20 points)</i>	
<i>Team Members Experience in Similar Projects (up to 10 points)</i>	
<i>Key Staff Qualifications (up to 20 points)</i>	
SITE MANAGEMENT PLAN AND POTENTIAL PARKING EXPANSION APPROACH	50
<i>Maintenance, Operation, and Capital Improvement Plan and Understanding (up to 20 points)</i>	
<i>Parking Management and Revenue Enhancement opportunities (up to 20 points)</i>	
<i>Conceptual parking expansion approach if proposed (up to 10 points)</i>	
TOTAL POTENTIAL MAXIMUM POINTS	100

Financial strength and acknowledgement of proposed contract terms will be considered pass/fail as outlined in Section 4.4: *Qualifications Content*.

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The Selection Committee will reserve the right to reject any and all Qualification Packages and cancel, at its sole discretion the RFQ.

2.6. Schedule

The following table provides the schedule of events for this RFQ.

EVENT	DATE	TIME
RFQ Issued	February 2019	2:30 pm
Operator Conference and Site Visit	February 2019	10:00 am
Qualifications Package from Operators due	April 2019	2:30 pm
Shortlist of up to four Operators announced	May 2019	2:30 pm
RFP issued to shortlisted Operators	November 2019	2:30 pm
Shortlisted Operators submit Proposals	January 2020	
Execution of 30-Year Lease and Concession Agreement	May 2020	

The State reserves the right to alter or change the schedule as needed, or to cancel the process entirely to address any unforeseen issues or concerns.

2.7. Available Data

The State has gathered and will make available a number of reference documents for Operators to review while conducting their due diligence in response to this RFQ. A complete list of available data is identified in Section 5, *Reference Documents*.

3. STATE AGENCIES INVOLVED

The following State of New Hampshire agencies are involved in this process.

3.1. NHDOT

The New Hampshire Department of Transportation is an agency of the state under the executive direction of a Commissioner of transportation. NHDOT is responsible for the following general functions: (a) Planning, developing, and maintaining a state transportation network which will provide for safe and convenient movement of people and goods throughout the state by means of a system of highways, railroads, air service, mass transit, and other practicable modes of transportation, in order to support state growth and economic development and promote the general welfare of the citizens of the state. (b) Performing any regulation of transportation activities required by law which is not within the jurisdiction of another state agency.

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NHDOT is responsible for nearly 4,600 miles of roadway, 3,846 state and municipal bridges, 24 airports, 203 miles of active rail track utilized by 6 railroad operators, as well as 27 state-owned park & ride lots, including seven with bus terminals, such as Portsmouth and Dover, that are owned by NHDOT but managed and operated by commuter bus operators through existing agreements with NHDOT.

4. QUALIFICATIONS REQUIREMENTS AND DELIVERABLES

4.1. Qualifications Instructions, Submission, Deadline, and Location

Qualifications submitted in response to this RFQ must be received by NHDOT, no later than the time and date specified in Section 2.6: *Schedule*. Qualifications must be addressed to:

Shelley Winters
Administrator, Bureau of Rail and Transit
New Hampshire Department of Transportation
Physical Address for Delivery Only
John O. Morton Building
7 Hazen Drive
Concord, NH 03301

Mailing Address
P.O. Box 483
Concord, NH 03302-0483

Packages containing Qualifications must be clearly marked as follows:

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Late submissions will not be accepted and will remain unopened. Delivery of the Qualifications shall be at the Operator's expense. The time of receipt shall be considered to be the time when a Qualifications package has been officially documented by the NHDOT, in accordance with its established policies, as having been received at the location designated above. NHDOT accepts no responsibility for mislabeled mail. Any and all damage that may occur due to shipping shall be the Operator's responsibility.

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All Qualifications packages submitted in response to this RFQ must consist of one (1) original (clearly marked as such) and twelve (12) clearly identified copies of the qualifications package, including all required attachments, and one (1) electronic copy of the Qualifications in a searchable PDF format on CD.

The Qualifications shall be accompanied by the transmittal letter described in Appendix A, Form 2, *Qualifications Transmittal Letter*, herein. The original and all copies shall be bound separately, delivered in sealed containers, and permanently marked as indicated above. One (1) copy of the qualification transmittal form letter shall be signed by an official authorized to legally bind the Operator and shall be marked "ORIGINAL". An Operator's disclosure or distribution of its Qualifications other than to the State will be grounds for disqualification.

RFQ Inquiries

All inquiries concerning this RFQ, including but not limited to, requests for clarifications and questions shall be emailed, citing the RFQ title, RFQ number, Page, Section, and Paragraph and submitted to the following RFQ Point of Contact by e-mail only:

Shelley Winters
New Hampshire Department of Transportation
Shelley.Winters@dot.nh.gov

Operators are required to submit questions via email on Form 1, *Operator Inquiry Form* included in Appendix A; however, the State assumes no liability for assuring accurate/complete email transmission/receipt and is not responsible to acknowledge receipt.

Inquiries must be received by the State's RFQ Point of Contact (see above) no later than one week following the Operator Conference and Site Visit (see Section 2.6: *Schedule*). Inquiries received later than one week following the Developer conclusion of the Operator Inquiry Period shall not be considered properly submitted and will not be considered.

The State may issue official responses to properly submitted inquiries, if deemed substantive, to the Dover and Portsmouth Bus Terminal Privatization project website. The State may consolidate and/or paraphrase questions for sufficiency and clarity. The State may, at its discretion, amend this RFQ on its own initiative or in response to issues raised by inquiries, as it deems appropriate. Oral Statements, representations, clarifications, or modifications concerning the RFQ shall not be binding upon the State. Official responses will be made in writing.

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Restriction of Contact With State Employees

From the date of release of this RFQ until an award is made and announced regarding the selection of an Operator, all communication with personnel employed by or under Contract with the State regarding this RFQ is forbidden unless first approved by the Point of Contact listed in this Section. State employees have been directed not to hold conferences and/or discussions concerning this RFQ with any Operator during the selection process, unless otherwise authorized by the RFQ Point of Contact.

Alteration of RFQ

The original RFQ document is on file with the State of New Hampshire, Department of Transportation. Operators are provided an electronic version of the RFQ. Any alteration to this RFQ or any file associated with this RFQ is prohibited. Any such changes may result in Qualifications being rejected.

RFQ Amendment

The State reserves the right to amend this RFQ at its discretion, prior to the Qualifications submission deadline. In the event of an amendment to this RFQ, the State, at its sole discretion, may extend the Qualifications submission deadline, as it deems appropriate.

Non-Collusion

The Operator's signature on Qualifications submitted in response to this RFQ guarantees that the terms and conditions, and services quoted have been established without collusion with other Operators and without effort to preclude the State from obtaining the best possible competitive Qualifications.

Validity of Qualifications

Qualifications must be valid for one hundred and eighty (180) days following the deadline for submission of Qualifications in Section 2.6: *Schedule*, or until the Effective Date of any resulting Facilities Lease Contract, whichever is later.

Property of the State

All material received in response to this RFQ shall become the property of the State and will not be returned to the Operator. Regardless of the Operator selected, the State reserves the right to use any information provided.

Confidentiality of Qualifications

All materials submitted in response to the RFQ and RFP shall remain confidential until the conclusion of the negotiations and execution of the Facilities Lease Contract, unless otherwise

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ordered by a NH court of competent jurisdiction. Materials submitted will not be made available to other prospective Operators.

While all documents submitted are considered public records, prospective Operators may identify information in their qualifications and proposals they deem to be confidential, proprietary, or trade secrets and provide justification why such materials, upon request, should not be disclosed by the NHDOT, or the State.

Qualifications must remain confidential until the Effective Date of any resulting Facilities Lease Contract as a result of this process. An Operator's disclosure or distribution of Qualifications other than to the State will be grounds for disqualification.

Public Disclosure

Subject to applicable law or regulations, the content of each Operator's Qualifications shall become public information upon the Effective Date of any resulting Facilities Lease Contract.

Non-Commitment

Notwithstanding any other provision of this RFQ, this RFQ does not commit the State to solicit proposals through an RFP process. The State reserves the right, at its sole discretion, to reject any and all Qualifications, or any portions thereof, at any time; to cancel this RFQ; and to solicit new Qualifications under a new acquisition process (also see Section 2.5).

Qualifications Preparation Cost

By submitting Qualifications, an Operator agrees that in no event shall the State be either responsible for or held liable for any costs incurred by an Operator in the preparation of or in connection with the Qualifications, or for work performed prior to the Effective Date of a resulting Facilities Lease Contract.

4.2. Qualifications Format

Qualifications shall follow the following format:

- Qualifications shall be bound.
- Qualifications shall be printed on white paper with dimensions of 8.5 by 11 inches with right and left margins of one (1) inch.
- Qualifications shall use Times New Roman font with a size of eleven (11). *Exceptions for paper and font sizes are permissible for: Graphical exhibits, including conceptual layouts and organization charts which may be printed on white paper with dimensions 11 inches by 17 inches, and plans which may be printed on paper with dimensions no greater than 22 inches by*

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34 inches to accommodate requested scales for building and site plans. Plans shall be folded and placed in pockets to fit neatly within the Proposal.

- Each page of the Qualifications shall include a page number and the number of total pages and identification of the Operator in the page footer. Each page shall be numbered consecutively within each Section (i.e., 1-1, 1-2...; 2-1, 2-2...; 3-1, 3-2..., etc.), and the page numbers shall be centered at the bottom of each page.
- Qualifications shall be printed double-sided. Each side of each page shall be considered one page.
- Tabs shall separate each section of the Qualifications.

The State reserves the right to waive minor deficiencies as it sees fit.

4.3. Qualifications Organization

Qualifications shall adhere to the following outline and shall have a total page limit of fifteen (15) pages, excluding the items identified below as not applying to the page limit.

Section	Page Limit Applies? (Yes/No)
Cover Page	No
Transmittal Form Letter	No
Table of Contents	No
Section I: Maintenance, Operation, and Capital Improvement Plan and Understanding	Yes
Section II: Operator and Team Qualifications and Experience	Yes
Section III: Parking Expansion Approach (OPTIONAL)	No
Section IV: Resumes of Key Staff	No
Section V: Financial Capability	No
Section VI: Acknowledgement of Goals and Desired State Outcome	No

4.4. Qualifications Content

Qualifications must contain the following:

Cover Page

The first page of the Operator's Qualifications must be a cover page containing the following text:

STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION
PRIVATIZATION OF THE DOVER AND PORTSMOUTH BUS TERMINALS
DRAFT RFQ 2019-~~XXX~~

STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION
RESPONSE TO NHDOT RFQ 2019-~~XXX~~
PRIVATIZATION OF THE DOVER AND PORTSMOUTH BUS TERMINALS

The cover page must also include the Operator's name, contact person, contact telephone number, address, city, State, zip code, fax number, and email address.

Transmittal Form Letter

The Operator must submit a hand written or typed and signed transmittal form letter with their response using the Form 2, *Qualifications Transmittal Letter* provided in Appendix A. Any electronic alteration to this Transmittal Form Letter is prohibited. Any such changes will result in Qualifications being rejected.

Table of Contents

The Operator must provide a table of contents with corresponding page numbers relating to its Qualifications. The table of contents must conform to the outline provided in Section 4.3: *Qualifications Organization*, but should provide detail, e.g., numbering, level of detail.

Section I: Maintenance, Operation, and Capital Improvement Plan and Understanding

Section I shall provide an overview of how the Operator will generally meet the five specific project goals identified in Section 1.4; *Proposed Public Private Partnership*, to this Request for Qualifications. Section I shall also provide an overview of the Operator's proposed approach to how the bus terminal/park & ride facilities will be operated and maintained including required capital improvements, parking management, as well as opportunities for additional revenue through advertisement and concessions. Other factors that may be identified include sustainability, energy performance, environmental considerations, and opportunities to utilize local labor, vendors, and materials. Operators are encouraged to highlight those factors that they believe distinguish their Qualifications.

Section II: Operator and Team Qualifications and Experience

Section II shall consist of two parts and provide the following:

- *Part I*: Corporate qualifications of all firms proposed to participate in the Project. Qualifications should identify role, major business area of the firm, and a high-level description of the firm's organization and staff size. Up to three (3) project descriptions

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with references shall be provided for each firm noting similar projects completed within the past seven (7) years. At a minimum, the following firms should be identified in Part I:

- Bus Terminal Operator
- Parking Operator
- Facility Operations and Maintenance
- Construction Contractor (if potential expansion proposed)
- Lead Design Engineer (if potential expansion proposed)
- Lead Architect (if potential expansion or update to existing buildings proposed)
- Any other key firms included in the Operator's Team

Firms identified in this Qualifications package will not be allowed to be changed during this process without written notification to and approval from the State.

- *Part II:* Identification of key staff proposed to participate in the Project. A summary of key staff roles, responsibilities, and depth of experience should be provided along with an organization chart depicting the Operator's Project Team. The chart should also recognize the State as the owner of the property. At a minimum, the following key staff should be identified in Part II:

- Bus Terminal Operator Site Manager
- Parking Manager
- Facility Operations and Maintenance Manager
- Construction Manager (if proposed)
- Lead Design Engineer (if proposed)
- Lead Architect (if proposed)

Key staff identified in this Qualifications package will not be allowed to be changed during this process without written notification to and approval from the State. Full resumes of key staff should not be included in Section II.

Section III: Parking Expansion Approach (OPTIONAL)

In Section III, the Operator shall identify its parking expansion approach (including potential site expansion locations if proposed) for one or both bus terminal/park & ride facilities. For each location, a conceptual layout shall be provided that demonstrates their ideas and plans for the Dover and Portsmouth sites. The conceptual layouts should take into account constructability issues and utility constraints.

Operator shall provide plans at suitable scale and detail so that a clear understanding of conceptual layouts can be understood. Plans shall follow size requirements as identified in Section 4.2: *Qualifications Format*.

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Section IV: Resumes

Full resumes shall be provided in Section IV for all key staff identified in Section II. Resumes shall be a maximum of two pages.

Section V: Financial Capability

Section V must demonstrate the Operator's financial capability to finance the operation and maintenance, as well as the potential parking expansion of the Dover and Portsmouth park & ride facilities, for the life of the Facilities Lease Contract. To demonstrate financial capability, the Operator shall provide the following information:

- Overview of individual firm's financial structures
- Audited or third party financial Statements for the two (2) most recent fiscal years that provide an indication of the Operator's or Team's financial status. Annual financial Statements shall include balance sheets, income Statements, cash-flow Statements, and Statements of retained earnings.
- Documented ability to provide sufficient staff to perform required maintenance and operation activities, including parking management.
- If proposing expansion, documentation to raise sufficient capital to expand one or both park & ride facilities – either a letter of credit from a reputable lending institution or Statement acknowledging sufficient capital on hand
- Documented proof of bonding capability to cover insurance and bonds required during construction (including completion bond and payment bond), and insurance and bond requirements after completion during operation and maintenance period (financial guarantee bond).

If audited financial Statements are not available for an entity, the Operator must provide unaudited financial Statements that are certified as true, correct, and complete by the senior financial officer of the entity along with an explanation as to why audited financials are not available. For any submitting entity that does not have independent financial Statements, the Qualifications must include a Statement signed by an authorized representative of the entity explaining why such financial Statements are not available and providing sufficient and timely financial information for a third party to determine that it has the financial resources to successfully execute a project of this nature and scope. This situation may include a Corporation or Team formed for this project who can provide individual financial Statements but not audited or third party financial Statements for the Corporation or Team. Sufficiency of alternate information is at the sole discretion of the State; a letter or affidavit without financial information will not be sufficient.

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Financial capability will be evaluated on a pass/fail basis. Full submission of all required financial materials or accepted alternate will be considered passing, while incomplete or unacceptable information will be considered failing.

Section VI: Acknowledgement of Goals and Desired State Outcome

The Operator shall acknowledge in Section VI review and acceptance of all goals identified in Section 1.5 *Goals of the Private Partnership*. Operator shall also acknowledge the desired State outcome as indicated by the various goals and criteria identified throughout this RFQ.

5. REFERENCE DOCUMENTS

The following Reference Documents are available in electronic format and may be obtained by contacting NHDOT.

Directions for obtaining the Reference Documents are found below.

Reference Documents:

- 5.1. Current Operator/NHDOT Agreements
- 5.2. 2017 and historic facility operating costs
- 5.3. Parking utilization data
- 5.4. Historic operations and maintenance costs
- 5.5. RSA's for Park & Ride facilities
- 5.6. Site Plans
- 5.7. Building Plans
- 5.8. Applicable FHWA and FTA requirements

No additional materials will be available on the NHDOT website.

Obtaining the Exhibits from the New Hampshire Department of Transportation

Contact by e-mail:

Shelley Winters

Administrator, Bureau of Rail and Transit

New Hampshire Department of Transportation

Email: Shelley.Winters@dot.nh.gov

Provide a name and address (no P.O. Boxes please). A CD containing the Exhibits will be sent via overnight delivery to the name and address provided.

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APPENDIX A
Required Forms

STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION
PRIVATIZATION OF THE DOVER AND PORTSMOUTH BUS TERMINALS
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Form 1

Operator Inquiry Form

STATE OF NEW HAMPSHIRE
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Form 1: Facilities Operator Inquiry Form

Operator: _____

Sheet 1 of _____ sheets

Item No.	Page No.	Section No.	Inquiry	Reserved for Response
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Duplicate as needed.

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Form 2

Qualifications Transmittal Letter

STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION
PRIVATIZATION OF THE DOVER AND PORTSMOUTH BUS TERMINALS
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FORM 2: QUALIFICATIONS TRANSMITTAL LETTER

Company Name _____

Address _____

To: Shelley Winters
Administrator, Bureau of Rail and Transit
New Hampshire Department of Transportation
Delivery Address
7 Hazen Drive
Concord, NH 03301

Mailing Address
P.O. Box 483
Concord, NH 03302-0483

RE: Qualification Invitation Name: **PRIVATIZATION OF THE DOVER AND PORTSMOUTH BUS TERMINALS**
Qualification Number: 2018-XXX
Qualification Opening Date and Time: April __, 2019 at 2:30 pm

Dear Sir:

Company Name: _____ hereby offers its qualifications to the State of New Hampshire as indicated in Request For Qualifications 2019-XXX, NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION, PRIVATIZATION OF THE DOVER AND PORTSMOUTH BUS TERMINALS, in complete accordance with all conditions of this RFQ.

Company Signor: _____ is authorized to legally obligate
Company Name: _____.

We attest to the fact that:

The company has reviewed and agreed to be bound by all RFQ terms and condition, including but not limited to the Goals and Desired State outcome identified in this RFQ. All information used in this RFQ shall form the basis of any Facilities Lease Contract resulting from this process.

These qualifications are effective for a period of 180 days following the deadline for submission of Qualifications in Section 2.6: Schedule, or until the Effective Date of any resulting Facilities Lease Contract, whichever is later.

The Operator has read, signed, and included this RFQ and any subsequent addendum (a).

Our official point of contact is _____,
Title _____
Telephone _____, Email _____
Authorized Signature Printed _____
Authorized Signature _____

Important Note: Facility Operators are provided an electronic version of the RFQ Transmittal Letter. Any electronic alteration to this Transmittal Letter template is prohibited. Any such changes will result in a Proposal being rejected.

