

**~~DRAFT-FINAL~~ Request for Proposals**  
**(RFP)**

**Construction Manager (CM) Services  
for the Preconstruction Phase of the Project  
CO 119 Safety & Mobility Improvements & Bikeway Project  
Mile Point (MP) 44.237 to MP 55.5**



**PROJECT NUMBERS: STA 1191-033**

**PROJECT LOCATION: CO 119 Diagonal - Boulder County**

**PROJECT CODE: 21497**

Colorado Department of Transportation

10601 W 10<sup>th</sup> St, Greeley, CO 80634



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## **SECTION 1. SCOPE OF WORK AND PROJECT INFORMATION**

### **1.1. CM SERVICES SCOPE OF WORK**

CDOT is soliciting Construction Manager services for the CO 119 Safety & Mobility Improvements & Bikeway Project (Project). The Successful Proposer (also referred to as “Construction Manager (CM)”, will provide CM services for the pre-construction phase and will have the opportunity to negotiate a price to complete the construction of any package(s). If negotiation is successful, the CM will become the General Contractor (GC) with CDOT to fulfill the Project’s construction phase. The GC Construction Project Contract award to the CM is not guaranteed but is contingent on a successful negotiation of a Construction Agreed Price (CAP).

The Project Scope Elements are described in **Section 1.3** of this Request for Proposal (RFP). The Project Scope Elements may be modified based on packaging, CM input, Stakeholder input, additional funding, and final design refinements. This project is being funded through Federal, State, RTD, and Local funds including: Senate Bill 267, Senate Bill 01, CDOT Region 4 RPP, RTD, DRCOG TIP Funds, Longmont CIP, and Boulder County Transportation Sales Tax funds. The Project is in active pursuit of additional funding, including: DRCOG TIP Funding Call 4, a Federal RAISE Grant, and a TAP grant.

The scope of work reflects an approach based on the Project Goals and known risks. A primary benefit of CM/GC is the ability to contractually allocate risks to the party best able to manage the risk. Risk assessment and mitigation is a continual process throughout the preconstruction and construction phase of the Project. The process will incorporate risk sharing between public and private parties holding all parties accountable for performance and expenditure of public resources. Final risk sharing and allocations are documented in a risk matrix summary, incorporated into the final construction contract (s).

The Successful Proposer shall analyze the Project Goals, evaluate work elements, identify risks, quantify risk, and mitigate risks. The Successful Proposer shall also articulate a clear, well thought out, plan for innovatively delivering the Project on time and on budget, with accountability of public resources throughout the process. The Successful Proposer shall consider new unique approaches, innovation, optimization of the Project schedule, modifying the Project work elements, the Project sequencing, and/or the Project packaging, increasing the efficiency of the overall Project delivery.

The CM shall partner with an integrated design team (Design Team) which will consist of CDOT, RTD, Boulder County, Muller Engineering (the Design Consultant), and the Independent Cost Estimator (ICE). The CM will provide input on optimizing the schedule, phasing, risk mitigation, constructability, quality assurance of the design, and Project cost estimating throughout the preconstruction phase of the Project as well as general support services to ensure complete and efficient scoping and constructability of design of the different Project Elements. The CM will offer innovative ideas, cost reduction opportunities, and risk mitigation measures throughout the design phase to proactively assist the Design Team. In addition to the base input expected of the CM, the CM shall also provide opportunities, means, and methods to protect the safety of the traveling public and measurably reduce the construction duration to minimize impacts to traveling public and reduce costs.

If it is determined to be in the interest of the CDOT, CDOT may forgo final pricing of any portion of the Project and advertise/procure those portions of the Project separately. In the event this happens, the CM will not be eligible to submit a bid, for any package, advertised or procured separately, in which the CM participated in the preconstruction activities.

The CM’s tasks during the preconstruction phase include, but are not limited to:

- **Design Review:**
  - Thorough review of all plans, specifications, reports, diagrams, shop drawings, as-built plans, site conditions, and all other necessary Project documentation to



provide design validation from a construction expertise perspective.

- Conduct and analyze preliminary field work (coring, sampling, test holes, etc.) to assist with the design phase.
- Independently calculate and determine quantities for scope, schedule, and pricing of construction packages, independent from both the Design Consultant and the Independent Contract Estimator.
- Participate in meetings described in Section F.
  - Note: Any quantities provided by the Design Consultant or Owner are a courtesy only and not for final use in the project.
- Provide constructability input on all facets of the Project including, but not limited to:
  - Structural,
    - 63<sup>rd</sup> St Box Culvert
    - Pre-cast vs CIP structures
    - Prefabricated ped/bike bridges over Fourmile Canyon and Left Hand creeks
    - Wall types
    - Wall surface treatments related to aesthetics
    - Bikeway underpasses at Jay Rd, 63<sup>rd</sup> St, CO 52, CO 119 (4), and Niwot Rd
    - Hover St Tunnel
  - Geotechnical,
  - Geohazards,
  - Resiliency,
  - Environmental Commitments required during construction including, but not limited to, reduction of air pollution throughout the lifecycle of the project,
  - Roadway and Safety Improvements,
    - Construction Phasing
    - Paving operations - switch from widen asphalt/widen concrete
    - Pavement sections materials/savings
  - Lighting/Electrical,
    - Identifying long-lead items, feasibility of early purchase & material stocking
    - Pedestrian underpass lighting & electrical details
    - Temporary Lighting – identify level of detail needed
    - Electrical details for pump systems
  - Intelligent Transportation Systems,
    - Optimum duct bank alignment



- Boring vs. trenching locations
- CDOT ITS structure locations (minor shifts in position)
- Fiber Optic Cable end splicing and reel sizes
- Maintaining Traffic Operations and the Existing Capacity of CO 119,
- Minimizing impacts of Construction to the traveling public,
- Material Availability and Selection,
  - Identifying lead times on items
    - Traffic/ITS/Lighting/RTD early pricing on open spec items
    - Prefabricated ped/bike bridges
  - Material selections (availability, shortages, etc.)
- Staging,
- Stormwater Management Plan,
- Roadway and Bikeway Drainage,
  - Constructability/phasing of drainage structures, ponds, etc.
  - Pump systems
  - Temporary drainage, retention
- Irrigation,
  - Inform prioritization, schedule of irrigation coordination.
  - Establish rapport with irrigation owners, working relationships, trust.
  - Acknowledge irrigation facility needs
  - Risk matrix for identified or ongoing ditch items
  - Construction phasing (offseason construction, etc.)
- BRT facilities,
  - Parking lot pavement material
  - Treatment of pervious areas (native seed, rock mulch, etc.)
  - ITS: fiber optic connectivity, break-out & tie-in to CDOT backbone
  - Park-n-Ride lighting design
  - Input on materials, shelter pricing etc.
- Bikeway
  - Connection to IBM/Reservoir Trail
  - Construction phasing of bikeway underpasses and prefabricated bridges
  - Dewatering during underpass construction
  - Mitigation of permanent groundwater seepage at underpasses and in bikeway cut



- sections
  - Constructability of bikeway under existing 47th Street bridge
- Traffic
  - Special signal designs
- Railroad Coordination
  - Input on clarity of requirements for working in RR ROW
- Survey
  - Tying in to newly constructed 71<sup>st</sup> St project (if finished)
  - Other projects constructed recently in the area
  - Connection at CO 52
- Shoring and Phasing Techniques,
- Accelerated Construction Technique,
  - Construction phasing/constructability
  - Packaging
  - Construction Traffic Control and Methods of handling traffic
- Existing Subsurface Utilities,
  - Confirmation of Utility Conflicts.
  - Development of Conflict Design Mitigation Strategies.
  - Inform prioritization of Utility Conflict Relocation Coordination.
  - Assist During Utility Conflict Relocation Coordination.
  - Review / Comment on Utility Specification
  - Review / Comment on Utility Clearance Letters
  - Review / Comment on Utility Relocation Agreements
  - Acknowledgement of utility relocation schedules
- Quality assurance of design deliverables specific to mitigation of error and omission prior to negotiation
  - Tabulations and pay items (optimized for ease of tracking during construction)
  - Input on specifications to make sure the requirements are clear during construction
  - Help with identifying conflicting specifications/requirements
  - Temporary Construction Easement
- Provide written reviews, reports, and details/redlines of the Project plans and specification packages at Project milestones. Comments should be related to constructability, construction phasing, clarifications, design errors or omission



mitigation and tracking, schedule optimizations, impacts to schedule and budget, impacts to costs, risk identification, materials, and long-lead items, and any and all recommendations to increase efficiencies and constructability of the Project.

- Coordinate with the Design Team to make determinations whether multiple independent and severable CAP packages:
  - Are efficient,
  - Add value to the Project,
  - Provide an overall benefit to the Project,
  - Have the potential to accelerate the start of construction, and
  - Bring the overall Project measurably under the Construction Budget.
  - Significantly reduce overall risks to the Project
- Coordinate with the Owner, Design Team, and ICE to make determinations whether early procurement packages for materials (long lead-time procurement “LLTP”) are:
  - Viable and cost effective,
  - Have the potential to reduce the construction schedule, and
  - Provide an overall benefit to the Project.
  - Procurement of any LLTP materials may be done by the CM through a separate early GC Construction Project Contract with CDOT ahead of construction but not prior to completion of the National Environmental Policy Act (“NEPA”) process resulting in a signed decision document.
- Actively participate in discussions to study the feasibility of design options and provide input on constructability, schedule, pricing, innovation, value, risk mitigation, and quality.
- Provide additional milestone reviews depending on package complexity.
- Provide timely feedback from design reviews to assist in decision making.

- **Cost Estimating:**

- Ongoing Tasks

- The CM shall provide rough order of magnitude (“ROM”) cost estimating along with schedule impacts as design concepts/alternatives are being developed and evaluated throughout the preconstruction phase to help inform decisions. This may include:
  - Evaluating means and methods of various construction techniques that may influence design solutions with considerations of risks, costs, and schedule impacts.
  - Evaluating industry standard operating and maintenance costs to determine life-cycle costs.
  - Previous planning efforts and early agency coordination have indicated that





this project is anticipated to be cleared under current NEPA requirements. All design alternatives must adhere to the ongoing NEPA study and will be approved by CDOT and the Project stakeholders. Both cost and time savings on any of the initial scope will be reinvested into other Project Scope Elements.

#### CM Tasks at Milestones

- ~~Providing initial baseline ROM construction estimate and associated CPM schedule for the full Project with the technical proposal and then within one month of CDOT's issuance of the pre-construction CM phase's Notice to Proceed (NTP).~~ Providing initial ROM construction estimate and associated schedule for the full Project within one month of CDOT's issuance of the pre-construction CM phase's Notice to Proceed (NTP). This will be compared to the ICE estimate and schedule. It is intended that the ICE and CM ROM estimate at this level will be based on "approach to cost" and schedule.
- Collaborating with CDOT and the ICE establishing the expectations and the format of the Cost Model for construction packages through a series of Cost Model meetings. See **Section 1.21** of this RFP for additional information regarding the Cost Model.
- Providing construction cost estimates at milestones that shall include the following activities:
  - Item identification that is compatible with CDOT's cost estimating, standards, and specifications.
  - Submission of Opinion of Probable Construction Costs ("OPCCs") with associated schedule at the current design level (post FIR), as needed for each individual construction package, and 90% milestones for each construction package. The initial OPCC required for this proposal will be based on the current Plan sets provided. Informal OPCC's as needed and agreed to by the CM and CDOT. It is anticipated an OPCC will be required at critical stages of design, The frequency of these varies based on the proposed work packages although there will be both formal and informal OPCCs throughout the project. The Team will determine how many OPCCs are required for each work package depending on the level of complexity and time frame. As a ROM, the Design Team anticipates at least 3 formal and informal OPCCs for each individual work package. Analysis should include availability of labor, equipment, and materials. Additional OPCCs may be required at the request of CDOT if: the package complexity indicates an added benefit, analysis of proposed alternatives is necessary, analysis of means and methods is necessary, additional work packages are identified, or work is added to the Project.
  - Additional OPCCs may be required before determining the CAP proposal if CDOT agrees on their necessity. To facilitate comparisons with ICE estimates, both Contractor and subcontractor cost estimates will be included in an open book review.
  - The CM shall submit a CAP proposal when both the CM and CDOT agree the design has progressed to the appropriate level necessary for construction, commonly up to 90%.



- Quantity, scope, and schedule reconciliation will be required between the CM, Design Consultant, the ICE, and CDOT. This includes some of the following items: verification of scope, assumptions, schedule, construction phasing, and means of methods between CDOT, the Design Consultant and the ICE. Note: Any quantities provided by the Design Consultant are as a courtesy only and will not be used for initial and / or final pricing, scope development, scheduling and / or preparing associated schedules. The CM is ultimately responsible for calculating, verifying, and final scoping all plan quantities and schedules, while closely and consistently coordinating with the ICE when developing quantities and schedules.
  - CDOT will require the CM submit a CAP proposal on early construction packages or for the procurement of long-lead items.
  - During CAP proposal reviews, the CM shall provide CDOT all production rates, material assumptions, indirect costs, schedules, and any other information as requested by CDOT to aid in reaching an agreement on a CAP proposal.
  - If a CAP proposal is accepted, the CM shall submit those CAP proposals as an Electronic Bid Submittal (“EBS”).
- **Project Schedule:**
    - CDOT’s goal is to have construction for the full Project completed as soon as possible. ~~It is anticipated that construction can be completed within 30 months of the Notice to Proceed for Pre-construction services.~~ Construction is ~~then~~ planned to start in early Spring 2024 with an estimated 24-to-30-month construction schedule. The CM is encouraged to propose and submit innovative ways to optimize the schedule (within the RFP proposal), thereby showing examples of opportunities to start early, while also finishing well ahead of schedule.
    - Impacts to the traveling public must be minimized and is a high priority consideration in the determination of daily working time schedules allowed. The CM and/or GC must work and communicate with Project stakeholders and citizens before and during construction. Seasonal, weekly, and daily traffic patterns must be considered when planning and scheduling work.
    - Notable Project schedule constraints to be considered:
      - Environmental Requirements
        - All work is anticipated to conform to current NEPA requirements which is expected to be completed in 2023.
        - Any early packages shall have the appropriate environmental clearances, approvals, and permits before CAP completion, and CAP package construction.
        - On-going environmental work during the design process will be considered.
- Those tasks are listed in **Section 1.3** of this RFP.



- Lane Closure Policy - See **Section 1.3** of this RFP for additional information.
- Utility Relocation - See **Section 1.3** of this RFP for additional information.
- Resources (including DBE) availability due to other major regional projects.
- Floodplain Development Permits and CLOMR approval
- Railroad Coordination
- Irrigation Coordination
- See **Section 1.9** of this RFP for additional information regarding the Project Schedule.

- **Risk:**

Risk is defined as an uncertain event or condition that, if it occurs, has a negative or positive impact on a project's goals and objectives. The CM/GC delivery method provides a forum to communicate and discuss risk in the design phase and to collaboratively address, while significantly and measurably mitigating risks to the Owners, CM and the Design Consultant. A primary benefit of CM/GC is the ability to contractually reduce, eliminate, and / or mitigate risks, and then finally, allocate the remaining risks to the party best able to manage them. Risk assessment will be a continual process throughout the pre-construction and construction stage with final risk sharing between public and private parties that holds both accountable for performance and expenditure of public resources.

Risk management will be a topic at both the 2-day Kickoff meeting and an initial Risk Management and Assessment Workshop which shall be scheduled by the CM early in the pre- construction phase. Regular risk meetings (both formal and informal), facilitated by the CM, will be held to monitor progress. Risk responsibilities include:

- Facilitate quantitative and qualitative risk management discussions to identify risks, risk champions / task forces, quantify probabilities, quantify impacts, develop mitigation strategies, and finally assign the remaining risks.
- Set risk meeting frequencies and prepare and update the Project Risk Matrix throughout the Project lifecycle.
- Collaborate with the Project Team to develop a Risk Management Plan, assign task forces with risk champions, perform risk assessments, and prepare and update the Risk Matrix. The final Risk Matrix will be included in the construction contract documents.
- **Innovation:**
  - The innovation process will be a topic of the Kick-Off Workshop, see **Section 1.1.F** of this RFP. The innovation process is intended to be an interactive and cooperative process to generate measurable value for the Project. Following the Kick-Off Workshop:
    - A combined Project Innovation and Value Engineering Workshop will be scheduled for early in the preconstruction phase.
    - The innovation process during pre-construction will be an ongoing integrated process as the design progresses. The CM shall provide



ongoing analysis specifically focused on seeking opportunity for innovation during all phases of the Project's development and construction. The CM will document this analysis through regularly submitted written reports and recommendations and share this information with the ICE. The CM and the ICE will collaborate throughout the life of the project but will maintain independent documentation.

- Major cost elements of the Project will be discussed at the regular progress meeting and the topic will include innovations that may result in potential cost and schedule savings. As a starting point, CDOT expects the CM to generate cost savings through innovations greater than the fee paid for preconstruction services, which will result in better project value. Upon completion of this first innovation the CM and team will strive for additional, measurable innovations relating to both cost and schedule, as well as in measurable risk reductions.
- **Meetings:**
  - The mandatory Kick-Off Workshop will emphasize the importance of partnering within the CM/GC delivery method by focusing on team building and partnering over a 2-day period. This workshop is mandatory for all key team members including key subcontractors. This workshop will be facilitated by CDOT and will cover at a minimum the following items:
    - Introduction to the Project, CM/GC, partnering, Project stakeholder engagement, identification of roles and responsibilities. Subcontractors performing major and high-risk work items shall be in attendance.
    - The Team will review Project status, vision, goals, objectives, funding, preliminary pre- construction schedule, what success would look like, current design, etc.
    - Initial discussion of preliminary innovations, phasing, and risk mitigations being proposed by the CM, Design Consultant, and ICE.
    - Discussion of the Cost Model review and coordination with the ICE during OPCCs.
    - Cost Model components.
    - Coordinate Project Schedule meetings in accordance with **Section 1.9** of this RFP.
    - Coordinate progress meeting frequencies and initiate working groups for various elements of the Project. Progress meetings may include project management meetings, design meetings, discipline/specialty meetings, stakeholder meetings, and public meetings.
    - Strategy, timing, and approach for the Project Innovation and Value Engineering Workshop.
  - The Project Innovation Workshop will be facilitated by CDOT. RTD, Boulder County, the CM, ICE, and the Design Consultant will all participate. Attendance and duration will be outlined at the Kick- Off Meeting. It is also anticipated that Project stakeholders' input will be incorporated into this workshop. The approach, agenda, format, and duration for the workshop will be developed in



collaboration with CDOT, RTD, Boulder County, the CM, ICE, and the Design Consultant. The CM shall provide input into how to achieve the desired results for the Project. This workshop could require several sessions, over an extended period. The purpose of this workshop is to evaluate the Preferred Alternative, consider any CM innovations or design refinements for the Project, incorporate value engineering principles to the Project, incorporate stakeholder input and get support for endorsement of any potential changes to the Preferred Alternative.

- CDOT will also facilitate a Value Engineering (VE) Workshop. The VE will be completed by a multidiscipline team of persons not involved in the project to provide recommendations for: providing the needed functions safely, reliably, efficiently, and at the lowest overall cost; improving the value and quality of the project; and reducing the time to complete the project.
- The following meetings are key to success on this project and attendance by the CM shall be required. Other meetings may be deemed useful and necessary. Attendance to any additional meetings by the CM shall be coordinated with CDOT:
  - Kick-Off Workshop
    - The Kick-Off meeting will include a 4-hour Risk workshop, a 4-hour Innovation workshop, a Partnering workshop, and a 2-to-4-hour Schedule workshop. The Kick-Off Workshop will be in-person at an address to be determined.
  - Other meetings will be a mixture of in-person and virtual as decided jointly by the CM and CDOT.
  - CDOT and the selected CM will agree on at least one regular in-person meeting date at a location to be jointly determined. These will be weekly to begin with and adjusted as needed.
  - Regular Partnering meetings
  - Design Discipline Task Force Meetings (as agreed upon by Design Team and CM)
  - Project Innovation and Value Engineering workshop
  - Formal and Informal OPCC meetings as described in Section 1.1 (B) Final Office Review (FOR) for each construction scope package – 90%
  - Cost Model Review Meetings
  - Quantity Reconciliation Meetings
  - Risk Management Meetings
  - Innovation Meetings
  - OPCC Review Meetings
  - CAP Review Meetings
  - CAP Negotiations and Assumption Resolution Meetings (if applicable)
  - Ongoing Lessons Learned
  - Other Project Meetings:



- Weekly Project updates with CDOT Project Management Team
- Bi-Weekly Public Information Planning Meetings (twice a month)
- Monthly Project Leadership Team (PLT) Meetings – 24 estimated
- Corridor Project Management Team (PMT) Meetings – 24 estimated
- CDOT-RTD-Boulder County coordination meetings
- Utility and irrigation meetings
- Preconstruction Public Meetings – 2 estimated
- The CM shall be prepared to conduct Project Vision Meetings to analyze how Project progress is aligning and tracking with Project Goals. Items of focus include priorities, commitments, approach, scope, schedule, and cost reasonableness. The Project Vision Meetings are anticipated to be scheduled quarterly, at a minimum, to track and trend the pursuit of the Project Goals.
- **Deliverables:**
  - The CM shall develop and produce the following reports and deliverables:
    - Subcontractor Selection Plan
    - Material Sourcing Plan
    - Worker and Public Safety Plan
    - Risk Management Plan
      - Include a Risk Matrix with at least five Project risks that are ~~different than the ones~~ listed in the RFP, [Section 1.3](#)
    - Comments, input, and support that will be incorporated into the Value Engineering Report (the CM will not be creating the actual document)
    - Innovation Tracking and Performance Report
    - Procurement Review Report for each LLTP CAP (GC Construction Project Contract) if required
    - Submit monthly invoices and project reports to support payment of preconstruction CM services
- **Other Tasks:**
  - If CAP proposals are accepted by CDOT, then a separate GC Contract will be awarded to the CM, and they shall become the GC. The GC shall ensure all environmental, safety, and permit commitments that are specified in the plans, specifications, and contract documents are implemented during construction in accordance with applicable laws and regulations.
  - The Design Consultant will develop the Stormwater Management Plan during pre- construction with input from the CM. CDOT will review the plan throughout the development process and apply for the permit. If a CAP proposal is successfully negotiated and agreed upon, the GC will be added to





the permit after the award.

- The CM shall commit to integrating Disadvantaged Business Enterprises (“DBEs”) in the Project as required by the goals determined by the CDOT Region 4 Civil Rights Office. See **Section 1.19** of this RFP for additional DBE Program Requirements.
- Coordinating with CDOT’s Public Information Officer during pre-construction to ensure a smooth transition of communication into construction. Coordination will include involvement of the CM’s proposed Public Information Manager to help develop the Public Information Plan prior to construction, to aid in public/stakeholder outreach and public meetings during pre-construction.
- Assisting in the preparation and attendance of public meetings and/or open houses.

## 1.2. PROJECT GOALS

The CM/GC Delivery goals below were created by the project team to capture priorities and desired working environment for the project’s delivery. These are considered key goals for answering this RFP. Two different sets of goals will be utilized to guide the design and delivery of the project. The overarching design goals were developed by multiple agencies through an extensive planning process and further refined to develop the CO 119 Multi-Modal Project Goals. A second set of goals were created by the team to capture priorities and desired working environment for the project’s delivery. These goals are shown below as the CM/GC Delivery Goals. In addition, RTD and Boulder County maintain their own agency specific values that have guided the ongoing design of the Bus Rapid Transit system and bikeway respectively.

### CO 119 Multi-Modal Project Goals:

- ~~1. Improve safety in the whole corridor.~~
- ~~2. Maximize intersection operational efficiency.~~
- ~~3. Maximize corridor wide operational efficiency.~~
- ~~4. Maximize the number of people able to move through the corridor.~~
- ~~5. Improve Transit Travel Times.~~
- ~~6. Improve Connectivity to the bicycle and pedestrian network.~~

### CM/GC Delivery Goals:

1. Commit to the CM/GC process by engaging team members at the right time to proactively problem solve, reduce risk, streamline design development, and construct a successful Project while showing a return on investment.
2. Create a collaborative culture that engages in open conversation regarding project delivery throughout preconstruction and construction.
3. Utilize innovation to maximize scope, provide best value, and not exceed the budget. Leverage available funding and any cost savings to incorporate unfunded scope and be adaptable to variable funding and scope adjustments with the ability to change direction and deliver quickly.
- ~~4. Strategically phase work by identifying areas and construction packages to minimize disruption to the traveling public, maintain existing transit service and bike/pedestrian~~



connections, while balancing cost and schedule.

In addition, during planning and design efforts, CDOT, RTD and Boulder County have used the following Multi-Modal Project Vision and agency specific values to guide the ongoing design of the roadway improvements, Bus Rapid Transit system and commuter bikeway respectively.

CO 119 Multi-Modal Project Vision:

1. Improve safety in the whole corridor.
2. Maximize intersection operational efficiency.
3. Maximize corridor-wide operational efficiency.
4. Maximize the number of people able to move through the corridor.
5. Improve Transit Travel Times.
6. Improve Connectivity to the bicycle and pedestrian network.

Boulder County Bikeway & RTD Values:

1. Design a bikeway that is;
  - a. Safe (Grade Separated, Enhanced Crossings, Large Curves, Sight Distance, Lighting, Personal Security, Safe Conflict Zones)
  - b. Direct (Minimize length, Design Speed, Bikeway Priority, Prioritize Access, Gentle grades, Continuity, Grade Separated)
  - c. Accessible (All User Types, Trail Connections, Underserved Communities, ADA Inviting, BRT Access, Clear Wayfinding, First & Final Mile)
  - d. Comfortable (Wide Path – 12', Smooth Surface, Year-round Maintenance, Rain and snow drainage, Accommodate e-bikes, Lighting, Wide Curb Ramps)
2. Enhance transit traveler experience
3. Provide equitable modes of transportation
4. Increase safety of transit travelers

### **1.3. PROJECT DESCRIPTION/SCOPE OF WORK**

#### **Project Background**

The Project, a joint project between CDOT, RTD, and Boulder County, is designing improvements for safer travel through the corridor for all modes and provide faster and more reliable transit travel. The Project will provide critical intersection improvements, a commuter bikeway, and implement Bus Rapid Transit (BRT), connecting the Cities of Boulder and Longmont. Traffic signals will be upgraded to provide transit signal priority where needed through the corridor to reduce transit travel time. The planned improvements promote safe, efficient, and equitable mobility options for people and goods traveling by car, truck, transit, bicycle, and on foot. The project is





designed to integrate with other active multimodal projects on the corridor (see appendix F) to ensure community members can safely and reliably travel throughout the corridor using their mode(s) of choice. The majority of the estimated funding needed has been secured for implementation of the Project. The project partners are actively seeking additional funds. Construction is expected to start in [Spring early 2024](#).

- **Project Information and Definition**

The goal of the Project is to construct the below Project scope elements in their entirety while minimizing impacts to the traveling public and other stakeholders. The Project Scope Elements may be modified based on packaging, CM input, Stakeholder input, and final design refinements.

**Project Scope Elements**

Project Scope Elements include but are not limited to:

- CO 52 Intersection
  - Reconstruction – Split Intersection
- Airport Rd Intersection
  - Operational Reconfiguration
- Hover St Intersection Improvements – *Concept design funding only, construction funding being pursued*
  - Reconstruction – grade separation
    - Tunnel under Hover St for 2 through lanes of Boulder bound traffic with a barrier separated bicycle and pedestrian path
- Unsignalized Intersections – Safety Improvements
  - Monarch Rd
  - N 83<sup>rd</sup> St
  - S Fordham St
  - 55<sup>th</sup> St
  - Oxford Rd
- General Intersection Improvements
  - Jay Rd
  - 63<sup>rd</sup> Street
  - Niwot Rd
  - Airport Rd
- Park-n-Rides
  - 63<sup>rd</sup> Street
  - Niwot Rd
- ITS
- Traffic Signal, Signing and Striping Improvements
- Queue Bypass Lanes
  - Jay Rd
  - 63rd Street
  - CO 52
  - Niwot Rd
  - SB Airport Rd
- Bus Rapid Transit (BRT) Stations



- 47<sup>th</sup> Street
- 63rd Street
- CO 52
- Niwot Rd
- Commuter Bikeway
  - Bikeway underpasses at:
    - Construction funding secured
      - Jay Rd
      - 63rd St
      - CO 52
      - Niwot Rd
    - *Design funding only – construction funding being pursued*
      - *SB (Boulder Bound) CO 119*
        - *E of 47<sup>th</sup> St*
        - *E of Fordham St*
        - *Airport Rd*
      - *NB (Longmont Bound) CO 119*
        - *2<sup>nd</sup> Ave in Niwot*
  - Underpass pump systems
  - *Prefabricated ped/bike bridges over Fourmile Canyon and Left Hand creeks – Design funding only, construction funding being pursued*
  - Approximately 9 miles of 12' wide concrete bikeway (*design funding secured, partial construction funding secured*)
  - *Bikeway trail connections at CO 52 to Boulder industrial park (design funding secured, construction funding being pursued)*
  - Retaining walls
  - Underpass lighting and lighting at key junctions
  - Drainage and irrigation structures
  - *There is a potential for unfunded project elements to be added to this project and will be based on securing additional funding. Unfunded scope elements have been noted in italics in the scope above.*
  - Additional work added from project savings will be incorporated into the original CM contract.
- **Project Features and Specialty Work**

Major work items may include but are not limited to: critical intersection improvements, commuter bikeway, implement Bus Rapid Transit (BRT), major and minor drainage features,

ITS infrastructure, signing/stripping, and revegetation. Railroad crossing work will require coordination from the GC but will be constructed by BNSF.
- **Major Project Risks**

Below is a general description (but not a complete list) of the Major Project Risks:

  - Deviations from past commitments if cost saving measures or alternative design are utilized



- Fluidity and change of course based on resources, funding, timing, and scope of the project
- Meeting aggressive design schedule
- Material availability – R40, concrete, products containing steel, etc.
- Obtaining railroad agreements in a timely manner
- Lead time for utility relocations and irrigation agreements
- Public and stakeholder acceptability of design
- Potential need for design exceptions due to funding limitations
- Potential lack of contractor labor availability during construction
- Permitting and approvals (Floodplain, 1041, NEPA, etc.)
- Maintain and transition bus service during construction
- Threatened and Endangered Species
- Groundwater

- **Project Design and Development Status**

Below is a general description of work progressed to date through the CO 119 NEPA study and anticipated ongoing work, milestones, and potential early packages:

- Design: Preliminary activities have been conducted to advance critical Project elements and define potential environmental and Right-of-Way (“ROW”) impacts.
- Design in the areas shown below will remain flexible to accommodate input from the CM in the pre-construction phase. Preliminary design has been advanced to an estimated 30% depending on the level of design needed to identify potential environmental and ROW impacts.
- Roadway/Alignment: A conceptual roadway design for the corridor has been developed to an estimated 30% level which generally represents feasible geometric improvements acceptable to CDOT. The following scope elements are not eligible for substantive change: queue bypass lanes, intersection configuration at CO 52, railroad crossing, signal locations.
- BRT Stations and Park-n-Rides: A conceptual design for the BRT stations and Park-n-Rides has been developed to an estimated 30% level. The following scope elements are not eligible for substantive change: location of Park-n-rides and BRT platforms, Transit Signal Priority.
- ITS: A conceptual ITS network design has been developed to an estimated 30% level. The following scope elements are not eligible for substantive change: fiber optic cable sizing, ITS device selection
- Bikeway: A conceptual design for the bikeway has been developed to an estimated 30% level. The following scope elements are not eligible for substantive change: bikeway typical sections, at-grade intersection crossings, underpass size, general alignment outside of underpass locations.
- Hydrology/Hydraulics: A conceptual hydrology study of the area and hydraulic analysis has been performed to determine the potential environmental and ROW impacts. A preliminary Hydrology and Hydraulics Report has been completed. The following scope elements are not eligible for substantive change: any



changes that affect the floodplain.

- Structural: A conceptual structural design for box culverts and walls has been developed to an estimated 30% level. The following scope elements are not eligible for substantive change: bikeway overpass vs underpass options
- Geotechnical: A preliminary geotechnical investigation has been performed with an accompanying Preliminary Geotechnical Report.
- Environmental: CDOT is currently preparing a NEPA document for the CO 119 Corridor. Continued analysis of environmental impacts, mitigation measures, and public engagement are ongoing.
- Permitting and Certifications:
  - It is anticipated that CDOT will obtain a Section 404 Permit.
  - It is anticipated that the GC will need to obtain Construction Access Permits, a Dewatering Permit, as well as any other permits required for construction of the Project.
  - Boulder County Local Land Use Code Review and Permit
  - All other permits as required including floodplain and Railroad
- ROW: The Project has performed a preliminary ROW analysis based on the Proposed Action and has determined that almost all of the Project is within existing CDOT ROW. The ROW acquisition process, if needed, will start as soon as NEPA is completed. It is anticipated that initial Project packages could proceed within existing ROW with appropriate environmental clearances prior to ROW acquisition being completed for the entire Project.
- **Existing Operations and Traffic Restrictions**

Traffic operations in the corridor are a priority for CDOT including mainline traffic and the major cross streets: Jay, 63rd, 52, Niwot Road and Airport Road and Hover. Unless permitted by the CDOT Region 4 Lane Closure Strategy, the existing number of lanes shall be maintained through all phases of the Project. The existing number of lanes is generally described as two general purpose lanes in each direction on mainline CO 119 and three lanes at intersections.

The latest CDOT Region 4 Lane Closure Strategy outlines lane closure restrictions for CO 119 through the Project area for each month of the year and is available at:

[https://www.codot.gov/safety/traffic-safety/assets/work-zones/lane-closure-strategies/R4\\_Lane\\_Closure\\_Report.pdf](https://www.codot.gov/safety/traffic-safety/assets/work-zones/lane-closure-strategies/R4_Lane_Closure_Report.pdf)

The CM may propose changes to the Lane Closure Strategy, should the changes be needed for constructability or provide a benefit to the Project/traveling public. The process to request a change to the current restrictions is outlined in the CDOT Region 4 Lane Closure Strategy and shall also include a traffic analysis and a public information plan, to support the request. The CM may seek approval for variances to the Lane Closure Strategy, however approval is at the sole discretion of CDOT.

**General Construction Constraints and Limitations:**



- All work and staging must be maintained within the existing or proposed CDOT ROW, including temporary and permanent easements.
- Environmental clearances (NEPA) for identified elements within a package must be received and approved before a CAP proposal is negotiated and before CDOT issues an NTP.
- Changes to the Project concept and scope may trigger an environmental re-evaluation, or a modification of the transportation plan from DRCOG and transportation improvement program. CDOT must comply with the metropolitan and statewide transportation planning requirements in 23 CFR part 450 and the transportation conformity requirements (40 CFR parts 51 and 93) in air quality nonattainment and maintenance areas. CDOT must provide appropriate approval notification to the GC for such changes.

- **Project Coordination Efforts**

Lead and Supporting Agencies: CDOT is the lead agency and Owner of the Project. Oversight is provided by FHWA.

Stakeholders: Primary Project stakeholders and their role or involvement in the Project are listed in the following table:



**Stakeholders**

Agency/Stakeholder	Role or Involvement
Colorado Department of Transportation (CDOT)	<ul style="list-style-type: none"> <li>• Project Lead</li> </ul>
Federal Highway Administration (“FHWA”)	<ul style="list-style-type: none"> <li>• Project Oversight - involvement based on Project specific Stewardship and Oversight Agreement</li> </ul>
Boulder County	<ul style="list-style-type: none"> <li>• Project limits all within Boulder County</li> <li>• Leading design of the bikeway components</li> <li>• Coordination required for impacts to County facilities</li> </ul>
City of Boulder	<ul style="list-style-type: none"> <li>• Within City Limits</li> </ul>
City of Longmont	<ul style="list-style-type: none"> <li>• Within City Limits</li> </ul>
Regional Transportation District (RTD)	<ul style="list-style-type: none"> <li>• Leading design of the Park-n-Rides, and stations and involved with BRT components</li> <li>• Operates existing BOLT transit service</li> </ul>
Railroad (BNSF)	<ul style="list-style-type: none"> <li>• Owner of the railroad tracks directly adjacent to the corridor</li> </ul>
Colorado Parks and Wildlife (CPW)	<ul style="list-style-type: none"> <li>• Involved with the evaluation of Threatened &amp; Endangered, Candidate and Colorado State Sensitive Species</li> </ul>
United States Forest Service (USFS)	<ul style="list-style-type: none"> <li>• Ensure that project actions do not impact or jeopardize existence of any listed species or critical habit</li> </ul>
United States Army Corps of Engineers (USACE)	<ul style="list-style-type: none"> <li>• Ensure compliance with Section 404 of the Clean Water Act</li> </ul>
US Fish and Wildlife Service (USFWS)	<ul style="list-style-type: none"> <li>• Involved with the evaluation of Threatened &amp; Endangered, Candidate and Colorado State Sensitive Species</li> </ul>
Mile High Flood District	<ul style="list-style-type: none"> <li>• Provides stormwater, watershed, and flood management resources</li> </ul>



**Additional Coordination Contacts**

Other Stakeholders	Role or Involvement
Commuting Solutions	<ul style="list-style-type: none"> <li>• Transportation Management Organization involved in coalition building and Transportation Demand Management</li> </ul>
TransFort	<ul style="list-style-type: none"> <li>• City of Fort Collins Transportation/ Transit agency</li> <li>• Operates current Flex service on the corridor</li> </ul>
Traveling public	<ul style="list-style-type: none"> <li>• Roadway safety/trip reliability input</li> <li>• Will want to know travel impacts/ delay/ detours</li> <li>• People using all modes of travel</li> <li>• Quality of life impacts</li> </ul>
Emergency Responders	<ul style="list-style-type: none"> <li>• Emergency response/access input</li> <li>• Will want to know travel impacts/ delays/ detours</li> </ul>
Other Interest Groups	<ul style="list-style-type: none"> <li>• Included but not limited to Niwot Business Association, Chamber, Bicycle Colorado, Community Cycles, Community Advisory Committee, Equity Advisory Committee, Center for People with Disabilities, University of Colorado Boulder, etc.</li> </ul>



**Anticipated Utility Coordination/Relocations**

Utility Identification	Facility type	Relocation Required?
Electric (Xcel Energy)	Xcel Energy has two main feeder lines and numerous smaller distribution lines in the western part of the study area	Yes
Telecommunications (Lumen/ Century Link)	Lumen/ Century Link have buried fiber optic and copper cable lines throughout the study area.	Yes
Telecommunications (Zayo)	Zayo has buried fiber optic throughout the study area	Yes
Gas (Xcel Energy)	Low- and High-Pressure lines are potentially within the project area	TBD
Sanitary Sewers	Location and potential conflicts to be further investigated	Not anticipated
Left Hand Water	Location and potential conflicts to be further investigated	Yes
Irrigation (Jay Road Main, Jay Road Lateral, Boulder White Rock, Northern Water, Williamson Ditch, Williamson Ditch Lateral, Star Ditch, Holland Ditch)	Private irrigation and ditch facilities across CO 119	Yes
Storm Sewer (CDOT)	CDOT has a storm sewer collection system within the corridor	Yes

- **Adjacent Project Coordination and Communication**

During the preconstruction phase, the CM shall coordinate and consider adjacent projects when analyzing construction phasing and construction traffic control. Known projects within or adjacent to the described project limits are listed below. If other adjacent projects are identified, the CM must also closely coordinate with those projects.





## 1.4. PROJECT FUNDING

This project is being funded through Federal, State, RTD, and Local funds including: Senate Bill 267, Senate Bill 01, CDOT Region 4 RPP, RTD, DRCOG TIP Funds, Longmont CIP, and Boulder County Transportation Sales Tax funds. The Project is in active pursuit of additional funding, including: DRCOG TIP Funding Call 4, a Federal RAISE Grant, and a TAP grant.

## 1.5. PROJECT DURATION

It is estimated that the Project can be constructed in 24-30 months from commencement. CDOT anticipates that the start of construction on the Project will begin in [Spring January](#) 2024. The CM shall explore opportunities to measurably reduce this construction duration to minimize impacts to the traveling public and to reduce costs.

## 1.6. PROJECT ADMINISTRATION

The CM shall utilize the following project administration contacts for the Project:

- **CDOT Project Director**  
Daniel Marcucci  
1050 Lee Hill Drive  
Boulder, CO 80302  
W: 303-546-5658  
Email: [daniel.marcucci@state.co.us](mailto:daniel.marcucci@state.co.us)
- **Contract Officer**  
Jan Walker  
CDOT Engineering  
Contracts Services  
2829 W Howard Place  
Denver, CO 80204  
W: 303-757-9296  
Email: [jan.walker@state.co.us](mailto:jan.walker@state.co.us)

## 1.7. PROJECT COORDINATION

The CM shall utilize the following project coordination items for the Project:

- **Routine Working Contact**  
The routine working contact will be between the Project Management Team (“PMT”), which will be comprised of the CDOT Program Engineer, CDOT Project Director, the CDOT Design PM, CDOT Construction Manager, RTD PM, Boulder County PM, the Design Consultants Project Managers (“DC PMs”), and the Construction Manager Project Manager (“CM PM”).
- **Project Management Team Correspondence/Communication Requirements**



The PMT members are expected to communicate relevant contacts, coordination efforts, conversations, and emails where important Project Information is discussed.

- **Coordination**

In addition to the stakeholders listed in **Section 1.3**, the CM shall partner and coordinate with the groups below. The Project Management Team (defined below) shall be included in all coordination.

- Executive Oversight Committee
- CDOT Project Management Team
  - CDOT Project Director – Daniel Marcucci
  - CDOT Design Project Manager – Adnana Murtic
  - CDOT Construction Project Manager – Stephanie Gramberg ~~TBD~~
- CDOT Specialty Groups
  - Region 4 Materials
  - Region 4 Traffic
  - Region 4 Hydrology and Hydraulics
  - Region 4 Survey
  - Region 4 Environmental
  - Region 4 Right-of-Way
  - Region 4 Utilities
  - CDOT ITS
  - CDOT Staff Bridge
  - CDOT Public Information Office
  - CDOT Operations Center
- Design Consultant and Subconsultants
- Project Construction Manager (Owner's representative in construction) and any subcontractors
- CDOT Engineering Estimates and Market Analysis (EEMA) Group
- CDOT Maintenance Forces
- RTD
- Boulder County
- City of Boulder
- City of Longmont
- Headquarters and Regional Civil Rights Manager
- DTR



## 1.8. CONSTRUCTION BUDGET

The Construction Budget is defined as the portion of the Project budget estimated for General Contracts for Construction. The estimated required Construction Budget for this Project is \$114.7 million. This amount does not include non-construction Project costs (which are in addition to this amount) and are still being evaluated by CDOT with the goal of optimizing efficiency.

It is estimated that each General Contract for Construction shall include:

- Agreed upon CAP amount;
- The Management Price Percentage (MPP) applied to each construction item, see **Section 2.8** of this RFP for additional information;
- GC indirect costs allowed as indicated in **Appendix C** of this RFP;
- Force accounts, and risk pools that are associated with the construction of all elements of the Work described in the General Contract for Construction;
- Performance and Payment Bonds; and
- Insurance Certificate(s) for Policy Requirements identified in CDOT's Standard Specifications.

Note: Additional Exhibits, Attachments, Terms and Conditions that are a part of CDOT's standard Construction Contract Document for a Work Package will be provided at the time of issuance of a Notice of Award for a Work Package.

## 1.9. PROJECT SCHEDULE

Upon CM contract award, the CM shall establish a Pre-Construction Schedule according to the Project Scope Elements listed in **Section 1.3** of this RFP in coordination with the Design Team. The CM shall incorporate the preconstruction roles and responsibilities as defined in **Appendix A** of this RFP. The Preconstruction Schedule will be used to establish the initial schedule for the Project and shall include/consider a proposed construction schedule as well.

After the scope, schedule, and budget is established for each package, an analysis shall be performed as to the status of the Project when compared to the Preconstruction Schedule. The CM shall provide continuous schedule validation for construction schedules and the overall schedule for the duration of the CM preconstruction phase.

The CM shall use either of the scheduling software programs listed in **Section 1.14** of this RFP and the CM shall maintain the schedule in the same format throughout the duration of the Project. The CM shall submit monthly schedule updates to the CDOT Project Director, or after any significant change to the Project, or as otherwise directed by CDOT.

It is anticipated that the CM will incorporate or perform the following items while developing the Preconstruction Schedule and maintaining it for the duration of the CM preconstruction phase:

- Incorporate all pre-construction activities for both the Design Team and the CM.
- Develop a preliminary construction schedule and construction packaging strategy within CDOT's Construction Budget. Collaborate with the Design Team to determine if early construction packages are viable, cost effective and provide an overall benefit to the Project.
- Assist in determining the scope for any potential early construction packages.
- Prepare construction schedules and phasing alternatives at each pre-construction



milestone to support development of OPCCs, validate deadlines, and help develop Project delivery strategies.

- Develop a resource-loaded, critical path method, construction schedule at the current design and 90% OPCC milestones, as well as for all CAP proposals.
- Ensure each CAP package will be severable; will have specific beginning and end points; and will have independent overhead, mobilization, traffic control, and Project costs. Each CAP package will include provisions for liquidated damages, incentive/disincentive, and roadway user costs as determined by CDOT in its sole discretion. The CM and CDOT are responsible for ensuring the severability of each package.
- Compare and verify construction schedules and all assumptions with the ICE.

### **1.10. PRELIMINARY DOCUMENTS AND DRAWINGS**

The Project is currently in the Design phase; therefore, design related materials that CDOT, RTD, and Boulder County have made public can be found on the Design Consultant Services procurement page, through the Reference Documents in the following Google Drive link:

[https://drive.google.com/drive/folders/1twEeobmeFw8fB4tgV\\_1AsZfsdI-spWAW?usp=sharing](https://drive.google.com/drive/folders/1twEeobmeFw8fB4tgV_1AsZfsdI-spWAW?usp=sharing)

The CM shall note the design related files are subject to the Electronic CAD Resources disclaimer found at the above link.

### **1.11. SPECIFICATIONS**

The most current version of CDOT's Standard Specifications for Road and Bridge Construction at the time of each successful CAP proposal negotiation shall control construction of that CAP package. The 2022 CDOT Standard Specification book is the most current version. The Project team will develop the project special provisions and standard special provisions that will take precedence over the Standard Specifications and plans during development of each scope package.

### **1.12. OWNERSHIP OF THE DOCUMENTS**

All tracings, bids, plans, manuscripts, specifications, data, maps, etc., prepared by or obtained by the CM because of working on this contract shall be delivered to and become the property of CDOT. All proposals submitted in response to this Request for Proposal, shall become the property of CDOT, including all unsuccessful proposals. All proposals will be confidential until award, and then will be subject to the provisions of the Colorado Open Records Act (C.R.S. 24-72-201, *et seq.*) and any other laws and regulations applicable to the disclosure of documents submitted under this RFP.

### **1.13. REQUIRED PERCENTAGE OF WORK SELF-PERFORMED BY CM**

The Proposer shall self-perform no less than 30% of the total work for CM services in the preconstruction phase by its own staff, not through subcontractors. For any awarded General construction contracts, the GC must self-perform work valued at not less than 30% of the total construction work by its own staff, not through subcontractors.

### **1.14. PROJECT COMPUTER SOFTWARE REQUIREMENTS**

The Contractor shall utilize the most recent CDOT adopted software. Latest version is defined as the version in use by CDOT at the release of this RFP. Upgrades to the version of any software on this list that occur for the duration of the Project, will be evaluated for efficacy on a case-by-case basis. The primary software used by



CDOT is as follows:

- **Estimating**  
Microsoft Excel (latest version) or other software that is compatible with providing pricing in the CDOT Schedule of Bid Items standard format using the most current CDOT Item Code Book.
- **Scheduling**  
Microsoft Project (latest version) or Primavera (latest version)
- **Specifications**  
Microsoft Word (latest version)
- **CADD**  
Bentley OpenRoads Designer (latest version) & Bentley ProjectWise Cloud (latest version)

### **1.15. REQUIRED AVAILABILITY OF KEY PERSONNEL**

Key Personnel in the Project Management Team section of the Proposal, see **Section 3.1** of this RFP, constitutes an agreement by the Proposer to make the Key Personnel available to complete the services of the contract at the level the Project requires. CDOT requires that all Key Personnel be engaged to perform their specialty for all services required by this contract, and the Key Personnel shall be retained for the life of this contract to the extent practicable and to the extent that such services maximize the quality of work hereunder.

If the CM or a subcontractor decides to replace any of its Key Personnel, the CM shall notify the CDOT Project Director in writing of the desired change. No such changes shall be made until at least two qualified replacement candidates are recommended by the CM and a replacement is approved in writing by the Project Director or its designated representative. The approval shall not be unreasonably withheld. Failure of the CM to comply with the requirements of this provision may be the cause for CDOT's termination of the contract.

The Project Director or its designated representative will respond to the CM's written notice regarding replacement of Key Personnel within fifteen working days after receipt of the list of proposed changes. If the Project Director or its designated representative does not respond within that time, the listed changes shall be deemed to be approved.

If, during the term of the contract, the Project Director or its designated representative determines that the performance of approved Key Personnel is not acceptable, a notification shall be sent to the CM. The notification shall include a reasonable timeframe to cure the unacceptable performance. Thereafter the CM may be required to reassign or replace such Key Personnel. If the Project Director or its designated representative notifies the CM that certain Key Personnel of a subcontractor should be replaced, the CM shall use its best efforts to replace such Key Personnel within a reasonable time, but not to exceed fifteen working days from the date of the notice.

### **1.16. ORGANIZATIONAL CONFLICTS AND INELIGIBLE FIRMS**

The Proposer shall include a full disclosure of all potential organizational conflicts of interest in its Proposal. An organizational Conflict of Interest exists when a person or business entity has an unfair competitive advantage because of other activities or relationships with other persons. No Person or business entity prior to Proposal submission, that was engaged by the State of Colorado in the preparation of this Request for Proposal, that had access to procurement sensitive information related to this Request for Proposal including but not limited to Requirements, Statements of Work, or Evaluation Criteria will be eligible to directly submit or participate in the submittal of a proposal for this initiative.



By submitting its Proposal, each Proposer agrees that, if an organizational conflict of interest is thereafter discovered, the Proposer will make an immediate and full written disclosure to CDOT that includes a description of the action that the Proposer has taken or proposes to take to avoid or mitigate such conflicts. If an organizational conflict of interest is determined to exist without satisfactory mitigation, CDOT may, at its discretion, cancel the award or terminate the contract.

If the Proposer was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to CDOT, CDOT may terminate the contract for Default. No firm that is ineligible for State contracts may be part of any Proposer Team. Each Proposer is responsible for determining the eligibility of its team members.

### **1.17. APPLICABLE FEDERAL REGULATIONS, STATE REGULATIONS AND INDUSTRY STANDARDS**

The Proposer shall conform to all applicable State and Federal laws and regulations and recognized industry, safety, environmental, and design standards.

### **1.18. NONDISCRIMINATION**

The CM shall comply with all applicable legal requirements that: enumerate unlawful employment practices including discrimination because of race, religion, color, gender, age, disability, or national origin, and define actions required for affirmative action and minority/disadvantaged business programs. The CM shall not discriminate against any employee or applicant for employment because of race, color, national origin, religion, gender, age, or physical handicap.

The CM shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, religion, color, gender, age, disability, or national origin. Such action shall include the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The CM agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

### **1.19. DBE PROGRAM REQUIREMENTS**

The contract goal for DBE participation during the preconstruction services is 0 percent (0%).

A DBE contract goal will be required for all GC Construction Project Contracts and will be set at the 90% design level based on its scope and size. The CM will be able to provide input as this deadline approaches. CDOT Civil Rights staff shall also be involved so they understand the goal in relation to the scope.

Sufficient good faith efforts to meet the DBE contract goal and any mitigation requirements of the on-going NEPA document shall be a condition of award for each General Contract for Construction.

Sufficient good faith efforts to meet the On-the-Job Training Goals (“OJT”) shall also be a condition of award for each General Contract for Construction. DBE documentation and subcontractor selection must be provided before a General Contract for Construction is awarded.

The Proposer shall conform to all applicable State and Federal regulations regarding Civil Rights compliance.

### **1.20. MAXIMUM COMPENSATION FOR CM PRECONSTRUCTION SERVICES**

As stated in **Section 1.8** of this RFP, the Construction Budget is defined as the portion of the Project budget estimated for General Construction Contracts. The estimated required Construction Budget for this Project is





\$114.7 million. This amount does not include non-construction Project costs (which are in addition to this amount). Additional preconstruction work associated with additional funding would be added to a new CM contract at the time the funding is secured.

**The successful Proposer will be paid an amount not to exceed \$1.1 million for the CM preconstruction services described in this RFP. Please see Form B-1 in Appendix B.**

The CM shall submit monthly invoices to the CDOT Project Director for payment as work progresses. The estimated percentage of CM preconstruction services completed will be discussed and agreed upon with the CDOT Project Director prior to payment.

If it is in CDOT's interest any portion of the preconstruction scope described in this RFP may be withheld, and the fee for preconstruction services will be adjusted, appropriate to the deducted scope.

## **1.21. EXPLANATION OF CAP**

A reviewed, negotiated, and agreed upon CAP proposal is the amount that may be incorporated into the standard General Contract for Construction.

The CAP is the sum of the direct Cost of Construction and the Management Price Percentage for a specific construction package. The Cost Model consists of bid items, quantities, risks, and assumptions for the construction package, etc. and will be refined and finalized through a series of Cost Model meetings.

The CM will propose a CAP to provide Construction services; CDOT and the CM will negotiate the direct Cost of Construction for that package with the goal of agreeing on a final CAP. CDOT makes no guarantees that it will accept or agree to a CAP proposal submitted by any party. If CDOT successfully negotiates, agrees, and accepts a CAP proposal, then payment for the construction of the Project will be based on the negotiated and accepted CAP which includes, but is not limited to, a Schedule of Bid items as per the Standard Specifications for Road and Bridge Construction.

CDOT anticipates requesting CAP proposals when both the CM and CDOT agree the design has progressed to the appropriate level, typically at 90%, for each individual construction package. If CDOT and the CM have negotiated, agreed on, and accepted a CAP proposal, the CM shall then submit the CAP proposal via the Electronic Bid Submittals ("EBS") system. The CM may develop multiple CAP proposal packages, and CDOT may negotiate and accept those CAP proposals during the design and construction phases of this Project. CDOT reserves the right not to award any part(s) or all the General Contracts for Construction Services and bid/award some or all of the construction work separately. The CM shall deliver to CDOT a proposed GC CAP and GC CAP supporting documents for any appropriate milestones identified at the Project Scoping Workshop, and for any appropriate LLTP or construction phase.

Except for change orders due to unforeseen conditions or negotiated overrun items and agreed upon risk pool items approved by CDOT, a General Contract for Construction Services price will not be increased. The GC assumes all risk with performance of the bid items, including management of its subcontractors, suppliers, and any associated cost impacts over and above a General Contract for Construction Services price not negotiated as overrun items in the construction specifications or agreed to as risk pool items in the executed Risk Register.

A CAP proposal can be offered and negotiated three times. If the third attempt at a CAP negotiation fails, CDOT reserves the right to prepare the plans, specifications, and estimate package for public, low-bid, advertisement. The CM services contractor is not allowed to bid on this public advertisement.

CDOT will review and determine whether to accept the risk and shared risk contingency pools with the CM during the preconstruction phase, if accepted, the risk and shared risk contingency pools could potentially be incorporated into a negotiated CAP proposal. The purpose of the contingency risk-sharing pool is to develop a budget for items foreseen at the time of negotiating a CAP proposal but were not detailed enough for itemized



pricing. All items fitting this category will be identified separately in a CAP proposal by CDOT and the CM and will be monitored for progress and cost by CDOT.

In developing this shared risk contingency pool, CDOT may agree to share any residual risk pool budget at the completion of construction (not attributed to any reduction in the scope of work or reduction in operating performance for the corridor).

## **1.22. PUBLIC INFORMATION**

Colorado Highway 119 is the primary connection between Boulder County’s two largest municipalities, the Cities of Longmont and Boulder, and is the second most traveled corridor in Boulder County. The cities of Boulder and Longmont make up close to two-thirds of the total population of Boulder County. The Diagonal serves as a vital regional transportation corridor supporting the economic stability of Boulder County. Serving residents, employees, and visitors from across northern Colorado and the Denver-metropolitan area, travelers face highly unreliable travel times. One contributing factor to reliability is CO 119 is a high crash corridor that produces more severe crashes per mile than any other road in unincorporated Boulder County. Daily travel volumes demonstrate the importance of this corridor.

The CM Public Information Manager (“PIM”) will be expected to execute and support CDOT’s communication needs for this Project with a variety of audiences in the corridor including residents, business owners, the traveling public, tourists, recreation patrons, the freight industry, and others during the project development phase.

During the project development phase, CDOT will be the primary point of contact responsible for Public Information. If a General Contract for Construction Services is awarded, then CDOT will still be the primary point of contact, however, the GC will be required to provide timely updates and responses for Public Information requests for the duration of construction.

The cost for Public Information effort during construction shall be included in the individual construction packages. This work consists of providing regular and continuous communications services throughout the duration of construction including community and stakeholder outreach as well as media support.





## **SECTION 2. CM PROPOSAL REQUIREMENTS AND INSTRUCTIONS**

### **2.1. PROPOSAL GENERAL INFORMATION**

This RFP is a two-phase procurement process that includes a Proposal (Phase 1), followed by a short listing of Proposers by the Selection Panel (Phase 2) and followed by an interview of the shortlisted Proposers. CDOT intends to identify three shortlisted Proposers but reserves the right to identify as few as two and as many as four. The shortlisted Proposers will continue to Phase 2 of the procurement, which is the interview.

Proposal packages in response to the RFP shall be submitted in one package for pre-construction CM services. The Proposers Technical Score and their Interview Score will be summed and tabulated which will be referred to as their “Total Score”, The Proposers’ “Total Scores” will be ranked and the Proposer with the highest “Total Score” will be considered the apparent successful Proposer in accordance with the evaluation criteria set forth in **Section 3** of this RFP.

All Proposers to this RFP accept the conditions of this RFP, including, but not limited to, the following:

- Multiple proposals from a single Proposer will be considered non-responsive and will not be evaluated or scored.
- The costs associated with the preparation of the Proposal, required documentation, interviews, presentations, discussions, the selection process, the contract negotiation process, and/or any related activities are the sole responsibility of the Proposer, reimbursement will not be made by CDOT.
- The Proposer shall include a full disclosure of all potential organizational conflicts of interest as outlined in **Section 1.16** of this RFP.
- Any proposal received by CDOT after the time specified in **Section 2.3** of this RFP shall be deemed non-responsive and shall not be evaluated or scored.
- This RFP, including all material submitted by Proposers, at any stage, including but not limited to the Procurement phase, selection, and any resulting contracts, are subject to the provisions of the Colorado Open Records Act (C.R.S. 24-72-201, *et seq.*) and any other laws and regulations applicable to the disclosure of documents submitted under this RFP.

Material subject to open records laws includes, but is not limited to, all records, documents, drawings, plans, specifications, and other materials relating to the Project, the solicitation, and the conduct of CDOT business. CDOT will also follow and adhere to CDOT Policy Directive 508.2 for this RFP and resulting contracts.

The Proposer shall specifically identify and mark any proprietary information, trade secrets, or confidential commercial and financial information that a Proposer believes should be exempted from disclosure.

During the Procurement phase, CDOT will accept materials clearly and prominently labeled “PROPRIETARY”, “TRADE SECRET”, or “CONFIDENTIAL” by the Proposer.

Blanket, all-inclusive identifications by designation of whole pages or sections as containing proprietary information, trade secrets, confidential commercial or

financial information shall not be permitted and shall be deemed invalid except that blanket identifications can be made in the Strategic Project Approach, Approach to Risk, Schedule, and Pricing; and the Management Price Percentage breakdown (Appendix C) as defined in **Section 2.8** of this RFP.



CDOT will follow CDOT Policy Directive 508.2 in determining disclosure of documents requested. CDOT will advise the Proposer of any request pursuant to the Colorado Open Records Act and any other applicable laws for the disclosure of any materials. Under no circumstances, however, will CDOT be responsible or liable to the Proposer or any other party for the disclosure of any such labeled materials, whether the disclosure is deemed required by law, by an order of the court, or occurs through inadvertence, mistake, or negligence on the part of CDOT or its officers, employees, contractors, or consultants.

CDOT will not advise the Proposer as to the nature or content of documents entitled to protection from disclosure under the Colorado Open Records Act or other applicable laws, as to the interpretation of the Colorado Open Records Act, or as to the definition of trade secret. The Proposer shall be solely responsible for:

- All determinations made by it under applicable laws; and Clearly and prominently marking each and every page or sheet of materials with “PROPRIETARY”, “TRADE SECRET”, or “CONFIDENTIAL” as the proposer determines to be appropriate.
- Each Proposer is advised to contact its own legal counsel concerning the Colorado Open Records Act, other applicable laws, and their application to the Proposer’s own circumstances.
- In the event of litigation concerning the disclosure of any materials submitted by the Proposer. CDOT’s sole involvement will be as a stakeholder retaining the material until ordered by a Court, and the Proposer shall be responsible for otherwise prosecuting or defending any action concerning the materials at its sole expense and risk.
- All submittals will become the property of CDOT, will not be returned, and will be disposed of according to Department policies. The concepts and ideas in the information contained in the Proposal, including any proprietary, trade secret, or confidential information (exclusive of any patented concepts or trademarks) submitted by all Proposers, shall also become the property of CDOT.
- CDOT reserves the right to reject any or all Proposals. Proposals that do not meet the Minimum Proposal Requirements listed in Section 2.2 of this RFP will be deemed non-responsive and will not be evaluated, evaluation will be ceased upon discovery of non-responsive determination and will not be scored.
- Unsuccessful proposers may elect to participate in a debriefing by submitting the request via email to Contract Officer identified in Section 1.6 within 5 working days after the Announcement of the Successful Proposer. All debriefs shall be conducted within 10 working days of the Announcement.
- The successful Proposer will be contracted for CM preconstruction services for this Project. CDOT may terminate the CM services contract at the completion of the preconstruction phase for convenience.
- If CDOT and the successful Proposer fail to successfully negotiate a Construction Agreed upon Price for any portion of the Project and CDOT chooses to publicly advertise a new solicitation of the GC portion of this Project for bids, the successful Proposer will not be permitted to submit a bid.



## 2.2. MINIMUM PROPOSAL REQUIREMENTS

All Proposals will be required to meet minimum proposal requirements to be considered for this Project. To be considered qualified, Proposers shall have, as a minimum:

- Demonstrated a bonding capability up to \$114.7M for an individual project in addition to its current and anticipated bond commitment workload. Provided a letter from a surety company indicating that the Proposer is capable of obtaining Payment and Performance Bonds covering Project No. STA 1191-033, CO 119 Safety & Mobility Improvements & Bikeway Project for at least \$114.7M. Letters indicating “unlimited” bonding/security capability are not acceptable.

The surety submitting the letter must be a surety company or companies licensed by the State of Colorado and listed in the current United States Department of the Treasury Circular 570 as acceptable sureties for the bond amount on Federal Bonds. Performance and Payment Bonds will be required at the time the Construction Agreed upon Price negotiation begins, for any portion of the Project. The final value of the Bonds will equal the final construction contract amount.

- Provided CDOT with evidence of insurability that meets the requirements of Subsection 107.15 of the Standard Specifications for Road and Bridge Construction. The Proposer is not required to provide Professional Liability insurance certificates.

CDOT may, at its election, implement an Owner Controlled Insurance Program (“OCIP”) for the construction of this Project. Lines of insurance coverage may include any or all of the following: Workers Compensation, Commercial General and Excess/Umbrella Liability, Contractors Pollution Liability, and/or Builders Risk. CDOT reserves the right to determine who participates in the OCIP. The CM can assume that CDOT will make this determination at the 60% OPCC for each CAP package.

- Provided CDOT with evidence of having been pre-qualified with the CDOT Contracts and Market Analysis Branch at the greater than \$20,000,000 level and satisfy all requirements of pre-qualification per 2 CCR 601-10, Rules Governing Construction Bidding for CDOT Public Projects, within 14 calendar days of the Proposal submittal deadline as shown in **Section 2.3** of this RFP.

Federal and State regulations require certification by prospective participants (including contractors, subcontractors, and principals) as to current history regarding debarment, eligibility, indictments, convictions, or civil judgments.

- Meet all the Proposal Submittal requirements of **Section 2.8 (Management Price Percentage) and Section 2.9 (Proposal Submittal)** of this RFP.

Provided CDOT with a signed Anti-Collusion Affidavit, CDOT form #606 with the initial proposal materials.

## 2.3. KEY EVENTS SCHEDULE AND RFP DATES

Proposers are required to meet the dates set for the Proposal submission, and the interviews. Proposers are also required to meet the information submittal dates outlined in the summary below. Failure to meet these dates will result in the Proposal being considered non-responsive. All times listed in the table below are Mountain Standard Time (MST). CDOT is fully committed to delivering the Project and meeting the milestones shown in the table below. CDOT does reserve the right to modify the timeframes if it is determined by CDOT to be in the best interest of the State, and the Project.



Key Event	Date	Time
Request for Letters of Interest	March 10, 2023	
Letters of Interest Due	March 29, 2023	
Advertisement of Draft RFP for CM Services	March 31, 2023	
Industry Meeting	April 10, 2023	
Draft RFP Proposer Questions/Comments Due	April 13, 2023	
Advertisement of Final RFP for CM Services	April 14, 2023	
Optional One-On-One Briefings – Confidential (50-minutes)	April 10 - 11, 2023	
Proposals Due	May 12, 2023	<a href="#">2:00 PM</a>
Notification to Shortlisted Proposers	June 27, 2023	
Interviews	July 11, 2023	
Chief Engineer Selection Approval	July 18, 2023	
Announcement of Successful Proposer	July 19, 2023	
Anticipated Contract Execution/NTP	September 19, 2023	

## 2.4. CONFIDENTIAL ONE-ON-ONE MEETINGS

Optional Confidential One-on-One meetings will be held in person at the date set forth in **Section 2.3** of this RFP. The meetings will allow the Proposers to ask CDOT any additional questions that they might have regarding the project or the RFP. Proposer time slots can be selected using the link below.

[Sign-up: CO119 CMGC Contractor One-on-One](#)

## 2.5. QUESTIONS AND CHANGES TO THE RFP

CDOT reserves the right to make changes to the RFP. Changes to the RFP generally consist of clarifications, scope changes, or time and/or date changes. All changes to the RFP prior to the receipt of proposals shall be made by an addendum to the RFP and shall be available publicly to all Proposers on the CDOT procurement webpage. Following receipt of proposals, changes to the RFP (if any) will be conveyed in writing directly to those Proposers determined to be responsive.

Proposers may submit questions, request clarification, or request a change to the Draft RFP by submitting a written request to the Contract Officer at the address set forth in **Section 1.6** of this RFP.

The request shall specify the provision and section of the Draft RFP in question, and, if a change is requested,



contain an explanation for the requested change. CDOT will not respond to questions or change requests received after time specified in the above table within **Section 2.3** of this RFP.

CDOT will evaluate any questions and/or requests submitted to determine merit but reserves the right to determine whether to respond or accept the requested change at its sole discretion. All questions, requests for clarification, or RFP Addendums, and CDOT's response will be posted at the following link:

<https://www.codot.gov/business/alternativedelivery/opportunities/cm-gc-solicitations/21497-co-119-safety-and-mobility-improvements-project>

Proposers shall not rely on oral or written instruction changes or clarifications regarding this RFP, unless issued in writing by the CDOT Contract Officer as an addendum to this RFP.

Proposers must acknowledge all issued addenda in their submittal and proposal.

## **2.6. CONTRACTOR PROTEST RULES**

Protests will be handled per 2-CCR 601-10 Rules Governing Construction Bidding for CDOT Public Projects, as follows:

Any actual or prospective contractor who is aggrieved in connection with a solicitation or award of a contract may protest to the Chief Engineer. The protest shall be submitted within seven working days after the aggrieved person knows or should have known of facts giving rise to the protest. A protest shall not stay the procurement.

The Chief Engineer or designee shall have the authority to settle and resolve a protest of a Contractor, actual or prospective, concerning the solicitation or award of a contract. A written decision regarding the protest shall be rendered within seven working days after the protest is filed.

The decision shall be based on and limited to a review of only those issues raised by the aggrieved Contractor, and will set forth each factor considered, in reaching the decision.

The decision will constitute the final agency action of the Colorado Department of Transportation regarding the protest.

Entitlement to costs: When a protest is sustained by the Chief Engineer or designee, or upon administrative or judicial review, and the Contractor should have been awarded the contract under the solicitation but was not, the protestor will be entitled to recover Proposal preparation costs. No other costs or fees will be permitted or awarded including, but not limited, to attorney's fees.

## **2.7. AWARD OF CONTRACT**

CDOT intends to evaluate, select, and award one CM contract to the top ranked Proposer based on the result of the Responsiveness Review and the Total Score of the Proposal (The Total Score is a summation of their Technical Score and their Interview Score) with Chief Engineer Concurrence of the Selection Panel's recommendation. The apparent successful Proposer receiving Chief Engineer concurrence will be awarded a contract for CM Preconstruction Services.

The Selection Panel shall complete an evaluation of submitted Proposals and score them. Those scores will then be averaged, and points will be awarded. CDOT intends to shortlist three Proposers but reserves the right to Shortlist the top two to the top four proposers if it is in the interest of the Project. Those Proposers that have made the Shortlist will then participate in a second evaluation consisting of a scored Interview based on criteria in **Section 3.2** of this RFP.

Selection evaluation criteria and scoring of the proposals is detailed in **Appendix B** of this RFP. Contract Award



and contract execution will be contingent on availability of proposed Key Personnel and subcontractors, committed to by the CM in the proposal.

The successful Proposer has a potential, but no guarantee, to enter into a General Construction Contract with CDOT for GC construction services for this Project. Only if CDOT and the successful Proposer successfully negotiate, agree to and accept a CAP proposal, will all parties execute a CDOT drafted General Contract for Construction, of any portion or all the Project. The General Contract for Construction (if any) will be separate from the CM contract.

All negotiations shall be open book. CDOT and their Independent Cost Estimating Consultant shall have access to all CAP proposal documents, quotations, takeoffs, and other construction cost estimates, including those for subcontractors, during negotiations.

Issuance of the General Contract for Construction will be subject to the CM's firm posting 100% performance and payment bonds and being compliant with CDOT procurement policies. The CM's firm will competitively procure and award qualified subcontractors in accordance with their proposed subcontracting plan, as described in **Section 2** and **Section 3** of this RFP.

## **2.8. MANAGEMENT PRICE PERCENTAGE**

The Management Price Percentage is a percentage which will be applied to all Construction Phase CAP Proposals. The Management Price Percentage shall include all applicable line items in **Appendix C** of this RFP, including profit and indirect costs as defined in **Appendix C** of this RFP.

CDOT has established the Management Price Percentage for the Project at 10.5%. Proposer acceptance of the Management Price Percentage will be submitted with the Proposal using **Form B-2** in **Appendix B** of this RFP and the information in **Appendix C** of this RFP, collectively called Management Price Percentage Certification (MPPC).

The MPPC shall consist of a maximum of 3-total pages: (1) completed Form B-2 and (2) 2-page maximum limit of detailed information showing the breakout of the Management Price Percentage, in **Appendix C** of this RFP. The 3-total pages maximum shall be submitted with the Proposal in accordance with deadlines in **Section 2.3** of this RFP. Other indirect and non-reimbursable costs outlined in **Appendix C** of this RFP must be considered when certifying agreement to the MPPC.

The MPPC will be evaluated for responsiveness. If the MPPC is determined by CDOT to be non-responsive, the corresponding Proposal will also be determined by CDOT to be non-responsive. The corresponding non-responsive Proposal will not be evaluated or scored and will not continue in the procurement process.

## **2.9. PROPOSAL SUBMITTAL – STEP 1**

Proposers must comply with the following items. CDOT retains the right to waive any minor irregularity or requirement, so long as CDOT determines that it is in its, and the Project's best interest, as determined by CDOT, in its sole discretion.

- Please submit electronically through BidNet at: <https://www.bidnetdirect.com/colorado/cdotconstructionengineeringservices>.

Please contact BidNet Direct support for help at (800) 835-4603 with any issues submitting electronically.

- CDOT will only evaluate the files that are received by the date and time deadline set forth in **Section 2.3** of this RFP.





- Proposal Format:
  - Submittals shall be formatted with section headers/tabs in the exact form and alphanumeric sequence of **Section 3** of this RFP.
  - All submittals shall use a minimum font size of 11 Times New Roman and a minimum font size of 10 Times New Roman exclusively for charts, graphs
  - , and figures.
  - Web links or QR codes to external documents, information, videos, etc. are not allowed.
  - Introductory Letter
    - 1-page limit (8-1/2" x 11" electronic paper size). Proposers shall acknowledge all issued addenda within this letter.
  - Proposal Section
    - 12-page limit (8-1/2" x 11" electronic paper size).
    - 3-page limit (11" x 17" electronic paper size) shall be reserved exclusively for visual aids such as: charts, graphics, and plan sheets.
    - The total page limit for the Proposal Section is 15-pages (single sided).
    - Background information for Key Personnel or other Team members does not need to be duplicated in the Proposal Section. Proposers must refer to the Appendix Section for this information to be considered.
  - Appendix Section

The Appendix Section shall only include:

    - Potential conflicts of interest: No page limit (8-1/2" x 11" electronic paper size).
    - Signed Anti-Collusion Affidavit, CDOT form #606: No page limit (8-1/2" x 11" electronic paper size).
    - Evidence of Prequalification per **Section 2.2.D** of this RFP.
    - Surety Letters: No page limit (8-1/2" x 11" electronic paper size).
    - Evidence of insurability: No page limit (8-1/2" x 11" electronic paper size).
    - Resumes and references for team members: 20-page limit (8-1/2" x 11" electronic paper size). At a minimum, it is expected that resumes and references are included for all Key Personnel. The Proposer may include resumes and references for non-Key Personnel team members but shall adhere to the 20-page maximum page limit.
    - MPPC (Form B-2 and Appendix C): Maximum of 3-total page limit (8-1/2" x 11" electronic paper size).
    - Maximum Compensation for Construction Manager Preconstruction Services (Form B-1): 1-page limit.
  - Supplemental Section
    - 5-page limit (8-1/2" x 11" or 11" x 17" electronic paper size).



- The Supplemental Section shall be reserved exclusively for supplemental materials for risk assessments, Cost Model examples, process illustrations, the organizational chart, and additional photos, exhibits, or schedules.
- Supplemental information will only be considered in the scoring if clearly referenced in the Proposer's responses to SECTION 3 – PROPOSAL CONTENT AND EVALUATION CRITERIA.
- Commendation Section
  - 5-page limit (8-1/2" x 11" electronic paper size).
  - The Commendation Section shall be reserved for awards or letters of recommendations.
- CDOT shall evaluate Proposals in accordance with criteria as indicated in **Section 3.1** of this RFP and subsequently score the submitted responsive Proposals in accordance with criteria in **Appendix B** of this RFP.
- Responses to all items shall be complete; Proposers are encouraged to cross-reference to other sections of their proposal where applicable.
- All references shall be current and relevant.
- Tabs, covers, and tables of content pages do not count toward the page count. All proposals must be submitted in .pdf format and transmitted electronically to CDOT.
- Short List

From the Proposals received, the Selection Panel intends to Shortlist the top three Proposers but reserves the right to shortlist two or four Proposers if it is in CDOT's and the Project's interest to do so. The Proposals will be evaluated and scored using the scoring indicated in **Section 3** and **Appendix B** of this RFP.

## **2.10. INTERVIEWS - STEP 2**

Mandatory interviews will be conducted for the shortlisted teams only. Interview times will be arranged by CDOT per **Section 2.3** of this RFP and are subject to change; all shortlisted firms will be notified in advance. Interviews will be evaluated and scored using the scoring indicated in **Section 3** and **Appendix B** of this RFP.





## **SECTION 3. PROPOSAL CONTENT AND EVALUATION CRITERIA**

### **3.1. EVALUATION CRITERIA FOR PROPOSALS (65 POINTS POSSIBLE)**

#### **A. CM Project Management Team (15 Points Possible)**

##### Composition and Commitment of the CM Project Management Team

- Provide a description of the composition of the team's Project Key Personnel. If the Proposer team is a Joint Venture or association, indicate specific responsibilities of each party to the Joint Venture.
- Provide, identify, and discuss the qualifications of the Key Personnel and include the following:
  - Provide job descriptions, responsibilities, and authority;
  - Provide a list of the concurrent projects, responsibilities, and commitments that each may have for the duration of the Project;
  - Current home office location;
  - Qualifications and past construction experience relevant to this Project, in addition to length of time performing those job duties;
  - Unique skills or knowledge each may possess related to the Project;
  - Length of time of overall experience pertinent to the scope of this project and length of time with the current firm for each;
  - Experience on similar projects as a team; and
  - Provide resumes and two current references for the Key Personnel in an appendix to the Proposal. References will be considered current if the party's name, current position/title, and position/title held at the time for which the recommendation is being sought are provided; telephone numbers must be current as of the proposal due date.

##### Tier Breakdown

- TIER I: One team member should comprise the role as the Key Personnel for the Project, and should have the following Tier I skills, experience, and knowledge:
  - Project Manager (PM)
    - This team member shall serve as the overall PM for the CM services and, if awarded the CM/GC Construction Project Contract, GC construction services. The PM shall be the main point of communication for the Project team;
    - This team member shall remain in this role for the duration of the Project and is not permitted to fulfill any Tier II or Tier III responsibilities;
    - This team member shall have 10+ years of industry experience and shall have demonstrated experience and expertise on a similar role in the delivery of projects of a similar scope, value, nature, and complexity to



- the Project; and
- Anticipated time commitment: 100% throughout the duration of the Project.
- TIER II: The following staff members shall comprise Key Personnel for the Project, and should have the following Tier II skills, experience, and knowledge:
    - Construction Manager
      - This team member shall be responsible for providing construction and constructability expertise, construction phasing, and seeking innovative solutions during preconstruction services;
      - This team member shall have a minimum of 10 years of experience in construction and management of construction on highway projects similar in scope, value, nature, and complexity of the Project; and
      - Anticipated time commitment: 50-75% during preconstruction, 100% during construction (if applicable).
    - Scheduling Expert
      - This team member shall be responsible for managing the Project schedule and Project risk;
      - This team member shall have a minimum of 5 years of industry experience specific to this expertise and be able to confidently use the scheduling software of choice as shown in **Section 1.14** of this RFP; and
      - Anticipated time commitment: Depending on the number, size, and complexity of construction packages, may be committed 30-50% during preconstruction, 50-75% during construction (if applicable).
    - Quality Manager / Project Controls
      - This team member shall be responsible for quality assurance during the preconstruction phase and if a CAP is successfully negotiated this position may transition into managing Contractor Project quality control throughout construction;
      - This team member shall have a minimum of 10 years of industry experience specific to this expertise; and
      - Anticipated time commitment: Depending on the number, size, and complexity of construction packages, may be committed 30-50% during preconstruction, 75-100% during construction (if applicable).
    - Cost Estimator
      - This team member shall be responsible for providing ROM cost estimates and OPCCs during preconstruction services;
      - This team member shall have a minimum of 5 years of industry experience specific to this expertise; and
      - Anticipated time commitment: Depending on the number, size, and



complexity of construction packages, may be committed 30-60% during preconstruction, and 10% during construction (if applicable).

- TIER III: Technical Experts will make up Tier III of the organization structure but are not considered Key Personnel. Technical Experts are expected to attend relevant Project meetings. Tier III staff should provide the following skillsets, knowledge, and experience:
  - Safety,
  - Roadway,
  - Drainage,
  - Geotechnical & Materials,
  - Structures,
  - Utilities,
  - Irrigation,
  - Transit,
  - ITS and Traffic ~~Signalization~~Management,
  - Construction Traffic Control and Phasing,
  - Environmental Specialist,
  - Landscaping/Aesthetics,
  - Public Information Officer / Engagement Specialist,
  - Civil Rights (Equal Employment Opportunity), and
  - Office Manager
- Multiple Tier III skill-sets technical experts may be fulfilled by one individual if adequate justification is made in the proposal to define who is fulfilling what role and their qualifications. Proposers shall identify a lead person for each skillset.
- The Proposer may identify and include additional Key Personnel within the Proposal that are necessary for the success of the Project. The Proposer shall include an explanation for the additional Key Personnel, and the added value they bring to the Project. The Key Personnel requirement within **Section 1.15** of this RFP will apply to any additional Key Personnel identified by the Proposer.
- All Key Personnel are expected to attend relevant Project meetings.
- Key Personnel are expected to have been delegated a reasonable level of decision-making authority on behalf of the CM.

#### Organizational Chart and Succession Planning

- Provide a graphic showing the CM's organizational chart, complete with working titles for the team for the preconstruction phase. Provide an explanation of any variation to the anticipated Key Personnel time



commitments stated above.

- Provide a narrative describing succession planning for team stability and planning for any member of the project team that may leave.
- See **Section 1.15** of this RFP for additional information.

Key Personnel. Safety Record and Performance

- Provide a narrative of the Proposer’s largest foreseen safety risks for the Project and describe the safety programs, processes, and initiatives that the Proposer currently has in place to help manage/mitigate/or eliminate the safety risks.
- Provide the following information for each entity involved, covering the last 4 years (2019-2024).
  - Experience Modification Rates (EMR)
  - OSHA Reportable Incident Statistics

**B. Contractor Capability (10 Points Possible)<sup>1</sup>**

Prior Project Experience/Performance/References

Provide a summary of the Proposer’s previous project experience relevant to the general scope and construction value of work for this Project.

- Provide three or more relevant projects/programs that demonstrate the Proposer’s ability to be successful on this Project. For each listed project or experience, include the name of the owner, any architect/engineer references, and the contract information CDOT may at its discretion, contact references on the listed projects.

Provide at a minimum:

- The project/contract name,
- Project delivery method,
- Description of services provided,
- Overall construction cost of the project, as applicable, including the initial contract/construction value and value at final acceptance. Please provide reasoning for any differential,
- Description of project schedule performance, including initial schedule, and reasons for schedule change,
- Coordination with stakeholders, if any,
- Key personnel assigned or in-house staff and their level of involvement,
- Senior Leadership assigned and their commitment in time to the overall success

<sup>1</sup> Pursuant to Section 24-93-110, (1), C.R.S. The Department of Transportation shall not exclude a participating entity from a short list, prepared and announced by the Department as required by Section 24-93-105 (2), of responding participating entities that have been determined to be most qualified to receive a request for proposals for an IPD contract for a public project based solely on the participating entity's lack of experience in delivering a public project in the State by the IPD method to be used for the public Project.



of the project, as well as their commitment to the success of the Owner's Program,

- Major subcontractors and primary subcontracts used in the performance of the contract,
- Project Reference(s). All references submitted shall be current for relevant projects. References will be considered current if the party's name, current position/title, and position/title held at the time for which the recommendation is being sought are provided; telephone numbers must be current as of proposal due date.

### **C. Strategic Project Approach (25 Points Possible)**

#### **Preconstruction Services**

Provide a narrative that describes the Proposer's project specific plan and approach to meeting the Project Goals. Identify how the Proposer will manage schedule, budget, and incorporation of innovation.

CDOT determined that CM/GC is the most appropriate delivery method for the Project because of the ability for risk sharing, early construction manager input into the design, and to develop early cost certainty for the Project. Describe the Proposer's role and responsibility in refinement of the design, quality of the design, accuracy of the scope, and ensuring efficiency of the execution of delivery for the Project.

Describe the Proposer's strategy for project management for the Project that would encourage building a culture of success and collaboration. Highlight how the Proposer will manage preconstruction milestones, quality control during preconstruction, project resources, and environmental resources.

Describe how the Proposer will partner with CDOT, project stakeholders, and the designer, to ensure that every dollar invested into the preconstruction phase of the Project adds value to the Project.

Describe an approach to shared workspace that you feel would benefit the Project, and identify Key Staff that will be at the shared workspace site. The CDOT Boulder Residency has been identified for shared workspace for this project one day per week for the Design Team, CDOT, RTD, Boulder County, ICE, and the CM key staff.

#### **Construction Services**

Describe the Proposer's project specific plan and approach to construction project management for the Project. Describe how the Proposer is uniquely skilled to manage the challenges of the Project. Highlight the strategy to meeting construction milestones, project sequencing, early action opportunities, critical scope elements, stakeholder coordination, and market conditions.

Describe the Proposer's project specific plan and approach to scope management, self- performance, subcontractor management, and management of Civil Rights compliance.

Describe the Proposer's plan and approach to environmental management for the Project. Please include an emphasis on air quality and emission reduction, including greenhouse gasses, NOx, fine particulate matter, and other co-pollutants, for construction activities and materials.

Describe the Proposer's plan to maintain transit services, including access to transit facilities.

Describe the Proposer's plan and approach for CDOT CO 119 Corridor incident response. Include how the Proposer will remain agile to coordinate, adapt, complement, and contribute to the Incident



Command's direction.

**Project Innovations**

Describe the Proposer's practical innovative ideas specific to the Project in detail. All innovative ideas presented by the Proposer will be considered proprietary in accordance with Section 2.1.E of this RFP.

**D. Approach to Risk, Schedule, and Pricing (15 Points Possible)**

**Risk Approach**

Define the key steps to risk management that the Proposer will employ. Describe how those steps will be applied to both the preconstruction and construction process.

Describe the techniques and tools that the Proposer will use to quantify the risk, mitigate, or retire risks, establish a risk pool, and participate in management of the risk pools and contingencies.

Identify and describe the top five risks the Proposer has identified on the Project and what are the preliminary plans to manage those risks. Be specific on how the Proposer will prioritize those risks and manage them.

**Schedule Approach**

Time is of the essence for the Project. Describe the Proposer's plan and approach to managing the construction schedule in such a way as to minimize impacts to users of all modes, encourage efficient execution, inform the preconstruction process, manage the critical path, incorporate innovation, and provide reasonable float.

**Cost Model Approach**

Describe the Proposer's approach to Transparency and Accountability in the Cost Model. Describe how the Proposer will contribute to the pursuit of the project goals and provide easy to interpret deliverables using standard agreed upon terms and inputs.

Describe how the Proposer's cost model will incorporate the variables that affect project costs, innovation, essential inputs needed, coordination with the Owner and their Independent Cost Estimator, and be reliable over multiple construction seasons.

**3.2. EVALUATION CRITERIA FOR INTERVIEWS (35 POINTS POSSIBLE)**

An interview will be a mandatory part of the selection process for those Proposers on the Short List. The structure of the interview will be as follows:

**A. Short Presentation (5 Points)**

Summarize the Proposal and describe the Proposer's innovative ideas and unique resources (15 Minutes). The Proposer needs to communicate to the Selection Panel why the Selection Panel should determine the Proposer as the apparent successful Proposer. What strategies and abilities does the Proposer bring to this Project to distinguish them from the other shortlisted Proposers? Limit the presentation to the most critical points of the Proposal and focus on what your team can bring to the project and why.

**B. Team Challenge (15 Points)**



The Proposer will be given a written challenge to review and propose a course of action to address the elements in the problem. The Proposer will be given 20 minutes to prepare a response or solution and 10 minutes to present the formal response or solution to the Selection Panel. The Selection Panel will observe, evaluate and score both the deliberations of the Proposer during the 20-minute preparation and the 10 minute presentation. This challenge evaluation and scoring will be determined by the following criteria:

- Team's understanding of the Team Challenge;
- Team's recognition of key points and ideas;
- Team's collaboration;
- Team's communication skills;
- Team's understanding of CM/GC Delivery Method and environmental commitments; and
- Team's understanding of Project Goals

**C. Question and Answer Session with the Selection Panel (15 Points)**

The questions asked by the Selection Panel in this session will be the same for each Proposer. The Proposer will be allocated 25 total minutes for this session. The Evaluation Facilitator will read each question and allow the Proposer to respond to the question for evaluation and scoring by the Selection Panel. The interview typically includes multiple questions, all questions and follow up questions must be responded to in the allotted 25-minute time limit. The Proposer shall monitor the 25 total minutes. If time remains after all questions are asked and answered, and the Proposer does not have any questions, the Selection Panel may ask follow-up questions regarding the Proposers proposal, short presentation, team challenge or questions and answers.

The interview presentation and question/answer scoring will be based on the following criteria:

- Project Understanding,
- Project Approach,
- Project Innovation,
- Communication Skills, and
- Understanding of CM/CG Project Delivery Model





## **APPENDIX A: PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX**

The table below includes activities of communication, consensus building, project team reviews, conceptual design, data gathering, documentation, and formal public notice and should be planned by the appropriate responsible party and coordinated with all team members.

The time of their implementation will overlap, and parallel paths of activity should be planned to finish in the development phase in accordance with the shortest possible schedule. The type and number of meetings, documents, etc., will depend on the category and characteristics of the project work.

The CM shall work with the Design Team to finalize Appendix A for approval by the Project Director.



**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b>INITIAL PROJECT SCOPING MEETING (WORKSHOP)</b>			
A. CM/GC AND PARTNERING INTRO SESSION	2	2	1
B. PROJECT SITE VISIT AND INSPECTION	1	2	2
C. PROJECT STATUS, GOALS, ELEMENTS, OBJECTIVES, DESIGN SCHEDULE REVIEW	C	C	C
D. IDENTIFY PROJECT RISKS AND DEVELOP INITIAL RISK MANAGEMENT PLAN AND RISK REGISTER	1	2	2
E. REVIEW APPLICABLE ENVIRONMENTAL DOCUMENTS (ROD, FONSI, ETC.)	1	1	2
F. INDEPENDENT DESIGN AND AS-BUILT REVIEW	1		
G. DEVELOP PROJECT SCHEDULE AND TASKS	1	2	1
H. SCHEDULE BI-WEEKLY PROGRESS, FIR, FOR, AND MILESTONES MEETINGS	C	2	1
I. IDENTIFY DESIGN CRITERIA	C	1	2
J. DISCUSSION OF POSSIBLE EARLY DELIVERY AND LONG LEAD TIME ITEMS	1	C	2
K. ANALYSIS OF PROJECT PHASING AND MULTIPLE PS&E PACKAGES	1	2	2
L. DEVELOP DOCUMENT REVIEW AND NAMING CONVENTION STANDARDS	2	1	2
<b>PROGRESS MEETINGS</b>			
A. CDOT/PM, C/PM, CMGC/PM	C	C	C
B. PROJECT MEETING MINUTES		1	2



The managers and team members will meet periodically as required (typically at two-week intervals). These progress meetings will be used to coordinate and track the work effort and resolve problems. The meetings will review the following:

- Activities required to be complete since last meeting (Action Items)
- Problems and challenges encountered/anticipated and potential solutions
- Project Schedule Updates (Design and Construction)
- Action Items
- Coordination and communication required with:
  - Team Members
  - CDOT Specialty Units
  - Other

The CDOT/PM will provide meeting minutes that include details discussed, notes, and all action items relating to the meeting within one week of the meeting.



**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b><u>1. PROJECT DEVELOPMENT PROCESS</u></b>			
<b>Project Management</b>	2	2	1
The CDOT/PM will coordinate all the work tasks being accomplished by all parties to ensure Project work completion stages are on schedule. The C/PM and CMGC/PM shall coordinate all the work tasks being accomplished by their respective teams to make sure Project work completion stages are on schedule			
<b>Communication and Consensus Building</b>	2	2	1
The CDOT/PM is responsible for the consensus building and facilitating the communication between all members of the Project team. This does not dismiss the responsibility of all team members to communicate with the CDOT/PM and the CDOT Project Management Team when required.			
<b>Weekly Update Newsletter</b>	NA	NA	NA
The CDOT/PM will publish a weekly update newsletter to document the weekly or bi-weekly progress of the schedule, estimate, team meetings, action items, and pertinent information for the FHWA, CDOT management, and Project team members.			
<b>Maintain Updated Contact List</b>	2	1	2
Establish and maintain a computerized list of all appropriate interested parties for the communication process. The list will be used for notices regarding public meetings, mailings, newsletters, or other communication as appropriate.			
<b><u>2. MEETINGS</u></b>			
<ul style="list-style-type: none"> <li>• <b>Graphics support and presentations</b></li> </ul>	C	C	C
Each Project team member is responsible for the graphics, documents, reports, plans, specifications, and written reviews from each specific scope of work item. Presentation of these documents and their reviews will be available on the shared Project server after the meeting has been adjourned.			
<ul style="list-style-type: none"> <li>• <b>Provide Local Office</b></li> </ul>	C	C	1
The project team will identify one day per week to utilize the CDOT Boulder Residency for shared workspace of key personnel as described in Section 3.1 C to conduct small group meetings and provide displays/information to the public. This office may have workspaces for Project team members, meeting rooms with graphics support and capacity for the entire team to attend. Additional offices or meeting spaces may be considered at the Project Workshop.			
<ul style="list-style-type: none"> <li>• <b>PM Updates on Progress</b></li> </ul>	C	C	C
The CDOT/PM, CMGC/PM, and the C/PM will all update the team members at the scheduled meetings as to their progress on deliverables, challenges, and the feedback/comments they need.			
<ul style="list-style-type: none"> <li>• <b>Project Discussion</b></li> </ul>	C	C	C
The team members need to come prepared to discuss any and all reservations, ideas, and challenges to the Project. Open and honest dialogue is the key to the success of Project delivery.			



CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b><u>2. PRELIMINARY DESIGN</u></b>			
Preliminary Roadway, Geometric, Structural, Environmental, SWMP, etc. Design		1	1
CDOT/PM will coordinate all design activities with required CDOT specialty units, the Contractor, the Design Consultant, and other outside entities. Design Consultant is responsible for the civil and structural design, plans, specifications, and estimate packages at each formal review.			
<ul style="list-style-type: none"> <li>• Environmental - gathering data and analysis</li> </ul>		2	1
<ul style="list-style-type: none"> <li>• Environmental - mitigation development</li> </ul>	2	2	1
<ul style="list-style-type: none"> <li>• Environmental clearances</li> </ul>	C		1
<ul style="list-style-type: none"> <li>• ROW, specialty, and local clearances</li> </ul>		2	1
<ul style="list-style-type: none"> <li>• Hazardous material investigation</li> </ul>		1	2
<ul style="list-style-type: none"> <li>• CDOT processes (forms, clearances)</li> </ul>			1
<ul style="list-style-type: none"> <li>• Utility coordination</li> </ul>	2	2	1
<ul style="list-style-type: none"> <li>• Conduct field survey of Project area.</li> </ul>		1	
<ul style="list-style-type: none"> <li>• Field and Project research</li> </ul>	C	C	C
<ul style="list-style-type: none"> <li>• Construction requirements</li> </ul>	2	1	1
<ul style="list-style-type: none"> <li>• Innovation development, proposal, and tracking</li> </ul>	1	2	2
<ul style="list-style-type: none"> <li>• Check and field verify all applicable as-built plans</li> </ul>	C	C	C
<ul style="list-style-type: none"> <li>• Provide construction plans, specifications, and estimates</li> </ul>		1	2
Plot/develop all required information on the plans in accordance with all applicable CDOT policies and procedures and all industry standards for civil, electrical, ITS, and structural design.			
<ul style="list-style-type: none"> <li>• Develop construction cost model for Engineer Estimator and ICE</li> </ul>	1		2
<ul style="list-style-type: none"> <li>• Develop and calculate quantities</li> </ul>	2	1	2
<ul style="list-style-type: none"> <li>• Risk Register development</li> </ul>	1	2	2
<ul style="list-style-type: none"> <li>• Initiate and Track DBE/ESB and Subcontractor Plan</li> </ul>	1		
<ul style="list-style-type: none"> <li>• Constructability reviews and reports</li> </ul>	1	2	2



CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
• Construction Phasing Plan	1	2	2
• Value Engineering input and participation	1	2	2
• Cost savings reviews	1	2	2
• Preliminary construction schedule	1		2
• Long lead time CAP submissions and proposals	1		2
• Long lead time negotiations	1		2
• Long lead time item procurement	1		2
• Opinion of probable construction cost Estimate #1	1		



CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b>Final Roadway, Geometric, Structural, Environmental, SWMP, etc. Design</b>		1	
CDOT/PM will coordinate all design activities with required CDOT specialty units, the Contractor, the Design Consultant, and other outside entities. Design Consultant is responsible for the civil and structural design, plans, specifications, and estimate packages at each formal review.			
<ul style="list-style-type: none"> <li>• Environmental - gathering data, analysis, and mitigation development</li> </ul>		2	1
<ul style="list-style-type: none"> <li>• Final environmental clearances</li> </ul>			1
<ul style="list-style-type: none"> <li>• Final environmental permits</li> </ul>	2	2	1
<ul style="list-style-type: none"> <li>• ROW, specialty, and local clearances</li> </ul>		2	1
<ul style="list-style-type: none"> <li>• FIPI justification for sole sourcing</li> </ul>		2	1
<ul style="list-style-type: none"> <li>• Final utility coordination</li> </ul>	2	2	1
<ul style="list-style-type: none"> <li>• Develop and calculate final quantities</li> </ul>	2	1	2
<ul style="list-style-type: none"> <li>• CDOT processes (forms, clearances)</li> </ul>		2	1
<ul style="list-style-type: none"> <li>• Update Risk Register, formal risk assessment meeting</li> </ul>	1		2
<ul style="list-style-type: none"> <li>• Constructability reviews and reports</li> </ul>	1	2	
<ul style="list-style-type: none"> <li>• Construction Phasing Plan</li> </ul>	1	2	2
<ul style="list-style-type: none"> <li>• Value Engineering input and participation</li> </ul>	1	2	2
<ul style="list-style-type: none"> <li>• Final construction requirements</li> </ul>		1	2
<ul style="list-style-type: none"> <li>• Innovation development, proposal, and tracking</li> </ul>	1	2	2
<ul style="list-style-type: none"> <li>• Cost Savings reviews</li> </ul>	1	2	
<ul style="list-style-type: none"> <li>• 90% preconstruction milestone/Final Office Review (FOR) Construction Schedule</li> </ul>	1		2
<ul style="list-style-type: none"> <li>• Long lead time CAP submissions and proposals</li> </ul>	1		2
<ul style="list-style-type: none"> <li>• Long lead time negotiations</li> </ul>	1		2
<ul style="list-style-type: none"> <li>• Long lead time item procurement</li> </ul>	1		2
<ul style="list-style-type: none"> <li>• Opinion of Probable Construction Cost Estimate #2</li> </ul>	1		2
<ul style="list-style-type: none"> <li>• Provide 90% preconstruction milestone construction plans, specifications, and estimates</li> </ul>		1	2
<ul style="list-style-type: none"> <li>• Develop and calculate final quantities</li> </ul>	2	1	2





CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b>90% Milestone/FOR (Final Office Review) Preparation</b>			
Coordinate, complete, and compile the 90% milestone plans with inputs from other branches: materials, hydraulics, environmental, traffic, right of way, maintenance, safety, and Staff Bridge if applicable.		1	2
The 90% milestone plans and specifications shall comply with CDOT requirements and shall include: title sheet, typical sections, general notes, plan/profile sheets, and preliminary layouts.		1	2
The plans shall be submitted to the CDOT/PM and the CMGC/PM for preliminary review at least one week prior to the 90% milestone.		1	
The 90% milestone plans will be distributed electronically by CDOT			1
Prepare the Engineer's Estimate for work described in the FOR plans based on estimate quantities.			1
Prepare the 90% preconstruction milestone	C	C	C
<b>90% milestone/FOR (Final Office Review) Meeting</b>			
Review 90% milestone PS&E package and provide written reviews, comments, and redlines.	1		1
Attend the 90% milestone meeting.	C	C	C
Post-90% milestone revisions and memo		1	
Provide list of all deviations from the standard design criteria and written justification for each.		1	2
Provide a 90% milestone Construction Plan.	1	2	2
Obtain final environmental and access permits.		2	1
Finalize construction Cost Model for Engineer Estimator and ICE.	1	2	2
Update DBE/ESB and Subcontractor Plan.	1		2
Update Risk Register.	1		2



CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b>CAP Proposal and Negotiations</b>			
Notify CDOT/PM at a point where CAP proposals can be sufficiently prepared.	1		2
Supply cost model and assumptions to ICE and Engineer Estimate.	1		2
Supply EBS and Construction Contract Checklist to CM/GC Contractor.			1
Prepare and submit construction CAP proposals.	1		2
Procure independent cost estimate.			1
Submit an electronic EBS to the CDOT/PM for each phase.	1		
Review the construction CAP proposals and compare to Engineer's Estimate and ICE.			1
Negotiate final CAPs for each phase.	C		C
CM/GC and CDOT have three attempts to negotiate assumptions and prepare CAP estimates. After the third opening, CDOT reserves the right to prepare the bid package for advertisement.			



## APPENDIX B: EVALUATION NOTES AND FORMS

### Proposal Evaluation and Interview Evaluation Scoring Notes:

1. CDOT has developed an Evaluation Manual to promote objectivity and transparency. Selection Panel Members are required to read, attend training, and follow all scoring guidelines.
2. All Selection Panel Members have signed Non-Disclosure Agreements and Conflict of Interest Disclaimers as part of this procurement and cannot directly be contacted by or contact anyone outside of the Evaluation Facilitator about this project until the CM Services contract has been executed.
3. Points have been assigned prior to evaluation and are to be consistent on all evaluation forms. Comments by Selection Panel members are required on all scoring forms so that all Proposers may receive constructive feedback on their proposals and performance.
4. Selection Panel scoring values will be only numbers in whole, half, or quarter-number increments (i.e. 2.25, 3.50, 4.00.). Scoring of the Proposal and Interview will be based on the Evaluation Assessment Guidelines as set forth in the table below.
5. Strengths and Weaknesses for the Evaluation Assessment Guidelines as set forth in the table below are defined as follows:
  - A. *Strengths* – That part of the Proposal that ultimately represents a benefit to the Project and is expected to increase the Proposer’s ability to meet or exceed the Project Goals. A Minor Strength has a **slight positive influence** on the Proposer’s ability to meet or exceed the Project Goals while a Significant Strength has a **considerable positive** influence on the Proposer’s ability to meet or exceed the Project Goals.
  - B. *Weaknesses* – That part of a Proposal which detracts from the Proposer’s ability to meet the Project Goals or may result in inefficient or ineffective performance. A Minor Weakness has a slight negative influence on the Proposer’s ability to meet the Project Goals while a Significant Weakness has a considerable negative influence on the Proposer’s ability to meet the Project Goals.



**Evaluation Assessment Guidelines**

Selection Panel members will individually evaluate and score their assigned proposal category in accordance with the evaluation criteria set forth in this RFP and assign a numerical score according to the scoring methodology listed below.

Score	Description
5	<p>The Proposer demonstrates <b>several Significant Strengths</b> and/or <b>several Minor Strengths</b>, has <b>no Significant Weaknesses</b> or <b>no Minor Weaknesses</b> regarding the following bullets:</p> <ul style="list-style-type: none"> <li>● The Proposer’s understanding of and approach to meeting the Project Goals.</li> <li>● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category.</li> <li>● The Proposer communicates a commitment to quality for all phases of the Project.</li> <li>● The Proposer's qualifications.</li> </ul> <p>The response supports an extremely strong expectation of successful Project performance if ultimately selected as the CM.</p>
4	<p>The Proposer demonstrates <b>several Minor Strengths</b> and/or <b>few Significant Strengths</b>, has <b>few Minor Weaknesses</b> and <b>no Significant Weaknesses</b> regarding the following bullets:</p> <ul style="list-style-type: none"> <li>● The Proposer’s understanding of and approach to meeting the Project Goals.</li> <li>● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category.</li> <li>● The Proposer communicates a commitment to quality for all phases of the Project.</li> <li>● The Proposer's qualifications.</li> </ul> <p>The possibility exists that if selected, the Proposer may offset the Weakness of the response with their strengths. However, their minor weakness could slightly affect the success of the Project.</p>
3	<p>The Proposer demonstrates <b>several Minor Strengths</b> and <b>no Significant Strengths</b>, has <b>several Minor Weaknesses</b> and <b>few Significant Weaknesses</b> regarding the following bullets:</p> <ul style="list-style-type: none"> <li>● The Proposer’s understanding of and approach to meeting the Project Goals.</li> <li>● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category.</li> <li>● The Proposer communicates a commitment to quality for all phases of the Project.</li> <li>● The Proposer's qualifications.</li> </ul> <p>The possibility exists that if selected, the Proposer’s Weaknesses could have an adverse effect on the success of the Project.</p>
2	<p>The Proposer demonstrates <b>few Minor Strengths</b> and <b>no Significant Strengths</b>, has <b>several Minor Weaknesses</b> and/or <b>several Significant Weaknesses</b> that demonstrate deficiency regarding the following bullets:</p> <ul style="list-style-type: none"> <li>● The Proposer’s understanding of and approach to meeting the Project Goals.</li> <li>● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category.</li> <li>● The Proposer communicates a commitment to quality for all phases of the Project.</li> <li>● The Proposer's qualifications.</li> </ul>



	<p>It is probable that if selected, the Proposer’s Weaknesses will have an adverse effect on the success of the Project.</p>
<p><b>1</b></p>	<p>The Proposer demonstrates <b>no Minor Strengths</b> and <b>no Significant Strengths</b>, has <b>several Minor Weaknesses</b> and/or <b>several Significant Weaknesses</b> regarding the following bullets:</p> <ul style="list-style-type: none"> <li>● The Proposer’s understanding of and approach to meeting the Project Goals.</li> <li>● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category.</li> <li>● The Proposer communicates a commitment to quality for all phases of the Project.</li> <li>● The Proposer's qualifications.</li> </ul> <p>The response supports a strong expectation that if selected, the Proposer’s Weakness will negatively impact the pursuit of the Project Goals.</p>



**COLORADO DEPARTMENT OF TRANSPORTATION**  
**FORM B-1: MAXIMUM COMPENSATION FOR CONSTRUCTION**  
**MANAGER PRECONSTRUCTION SERVICES CERTIFICATION**

Name of Proposer: \_\_\_\_\_

Name of Project: CO 119 Safety & Mobility Improvements & Bikeway Project

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

The undersigned certifies its acceptance or rejection of the CDOT determined Maximum Compensation for Construction Manager Preconstruction Services of ~~\$803 thousand~~ 1.1 million (RFP Section 1.20), established for the above project by selecting either “Accept” or “Reject,” initialing next to the proposer’s section, and signing this certification:

\_\_\_\_\_ Accept the Maximum Compensation for Construction Manager Preconstruction Services -

\_\_\_\_\_ Initials OR

\_\_\_\_\_ Reject the Maximum Compensation for Construction Manager Preconstruction Services -

\_\_\_\_\_ Initials

By: \_\_\_\_\_ Print Name: \_\_\_\_\_ (Signature)

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

Signed and initialed certification of the project’s determined Maximum Compensation for Construction Manager Preconstruction Services must be clearly established and included with the response to this Project’s Request for Proposal.

Certifying “Reject” of the Maximum Compensation for Construction Manager Preconstruction Services will cause the corresponding Proposal to be considered non-responsive to the solicitation and the corresponding Proposal will not be scored or further considered in this Project’s procurement.

Failure to certify acceptance or rejection of the Maximum Compensation for Construction Manager Preconstruction Services may cause the corresponding proposal to be considered non-responsive to the solicitation.



**COLORADO DEPARTMENT OF TRANSPORTATION**  
**FORM B-2: MANAGEMENT PRICE PERCENTAGE CERTIFICATION**  
**CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES**

Name of Proposer: \_\_\_\_\_

Name of Project: CO 119 Safety & Mobility Improvements & Bikeway Project

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

The undersigned certifies its acceptance or rejection of the CDOT determined Management Price Percentage (MPP) of 10.5 percent, established for the above project by selecting either “Accept” or “Reject,” initialing next to the proposer’s section, and signing this certification:

\_\_\_\_\_ Accept the MPP - \_\_\_\_\_ Initials OR

\_\_\_\_\_ Reject the MPP - \_\_\_\_\_ Initials

By: \_\_\_\_\_ Print Name: \_\_\_\_\_ (Signature)

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

Signed and initialed certification of the project’s determined MPP must be clearly established and included with the response to this project’s Request for Proposal.

Certifying “Reject” of the MPP will cause the corresponding Proposal to be considered non-responsive to the solicitation and the corresponding Proposal will not be scored or further considered in this project’s procurement.

**In addition to submitting this certification, Proposers are also required to submit the information in Appendix C (two-page maximum for Appendix C).**

Failure to certify acceptance or rejection of the MPP may cause the corresponding proposal to be considered non- responsive to the solicitation.





## APPENDIX C: CONSTRUCTION GENERAL CONDITIONS

	Costs NOT TO BE included in CM/GC Management Price Percentage	Costs TO BE included in CM/GC Management Price Percentage
Item	Costs for the categories below will be negotiated and included in the direct “Cost of the Work”	Other indirect and non-reimbursable costs to be included in the CM/GC price percentage are listed below
E.1	Mobilization	Project Principal – all costs
E.2	Project Manager	Project Manager relocation, housing, and subsistence costs.
E.3	Construction Manager/Superintendent	Construction Manager/Superintendent relocation, housing, and subsistence costs.
E.4	All other on-site, construction management staff as approved by the Agency	Additional CM/GC staff relocation, housing, and subsistence cost.
E.5	On-site administrative staff, including clerical and secretarial staff	Home, branch and regional office administrative support staff and all related costs
E.6	All project direct costs related to Safety	Home, branch and regional office safety support staff and all related costs
E.7	All project direct costs related to Quality Control	Home, branch and regional office quality control support staff and all related costs
E.8	Project office costs for cleaning, set-up/demo, maintenance, security, utilities, rent/lease, equipment, and furniture	Profit
E.9	Materials and equipment handling, including hiping/transport to site and storage costs	
E.10	Costs to co-locate with Agency staff	
E.11	Job site temporary toilet facilities and maintenance	
E.12	Partnering workshops	
E.13	Construction rental equipment	
E.14	Actual cost of permits	
E.15	All project direct costs related to implementation of Agency-approved sustainable practices	
E.16	All project direct costs related to implementation of Agency- approved DBE/ESB program	
E.17	Construction equipment and vehicles at Proposer’s internal cost rate, including costs of maintenance and fuel	



E.18	All costs related to cell phones, radios, fax machines, pagers, computers and software.	
E19	All costs of capital and interest; licenses and taxes required by law.	
E.20	Miscellaneous project office costs, including but not limited to, drinking water, printing, reproduction, postage, delivery, and supplies	



## **APPENDIX D: FINAL PROJECT DELIVERY SELECTION MATRIX (PDSM)**

The final PDSM can be found at the following link:

<https://www.codot.gov/business/alternativedelivery/opportunities/cm-gc-solicitations/21497-co-119-safety-and-mobility-improvements-project/pdsm-project-delivery-selection-matrix-final.pdf>



## **APPENDIX E: SAMPLE CONSTRUCTION MANAGER CONTRACT**

A sample Construction Manager Contract can be found at the following link:

<https://www.codot.gov/business/alternativedelivery/assets/sample-cmgcontract.pdf>



## APPENDIX F: MAP OF OTHER POTENTIAL AFFECTED PROJECTS

### CO 119 Diagonal

Bikeway in the median spanning the entire Diagonal

### Boulder

28th St & Iris Ave improvements; 28th St & Canyon Blvd improvements; Iris Ave - 28th St to Foothills Pkwy Business Access and Transit Lanes; 28th St - Canyon Blvd to Iris Ave Business Access and Transit Lanes; Streetside BRT stops

### Longmont

Coffman St dedicated BRT lanes; 1st & Main Mobility Hub; Boston Ave Extension crossing at the BNSF Railway; Business Access and Transit Lanes between Nelson Rd & South Pratt Pkwy; Hover St & Nelson Rd active mode improvements; Streetside BRT stops

### RTD

Main St & Park Ridge Ave Park-n-Ride facility

### Projects Outside the CO 119 Diagonal Scope

