

# **Request for Proposals**

## **Construction Manager Services Option to Negotiate General Contractor Services CM/GC**

**US 287/ SH 40 Passing Lanes  
Cheyenne and Lincoln Counties**



**COLORADO**  
**Department of Transportation**

**PROJECT NUMBER: NHPP R400-370**  
**PROJECT LOCATION: SH 40H and US 287B in Cheyenne  
and Lincoln Counties**  
**PROJECT CODE: 22975**

*August 20, 2020*

Colorado Department of Transportation 2829  
West Howard Place  
Denver, CO 80204



**TABLE OF CONTENTS**

**TABLE OF CONTENTS..... 2**

**SECTION 1 – SCOPE OF WORK AND PROJECT INFORMATION ..... 4**

1.1. SCOPE OF THIS RFP FOR CM/GC SERVICES SELECTION ..... 4

1.2. CM/GC PROJECT GOALS ..... 8

1.3. PROJECT DESCRIPTION/SCOPE OF WORK..... 8

1.4. PROJECT FUNDING.....12

1.5. PROJECT DURATION .....12

1.6. PROJECT ADMINISTRATION .....12

1.7. PROJECT COORDINATION .....13

1.8. FIXED LIMIT OF CONSTRUCTION COST .....14

1.9. PROJECT CONSTRUCTION SCHEDULE .....14

1.10. PRELIMINARY DOCUMENTS AND DRAWINGS .....15

1.11. SPECIFICATIONS .....15

1.12. OWNERSHIP OF THE DOCUMENTS .....15

1.13. REQUIRED PERCENTAGE OF WORK SELF-PERFORMED BY CM or GC .....15

1.14. PROJECT COMPUTER SOFTWARE REQUIREMENTS .....15

1.15. REQUIRED AVAILABILITY OF KEY PERSONNEL.....16

1.16. ORGANIZATIONAL CONFLICTS AND INELIGIBLE FIRMS .....16

1.17. APPLICABLE FEDERAL AND STATE REGULATIONS .....16

1.18. NONDISCRIMINATION .....16

1.19. DISADVANTAGED BUSINESS ENTERPRISE (DBE) PROGRAM REQUIREMENTS .....17

1.20. COMPENSATION FOR CM/GC PRECONSTRUCTION SERVICES.....17

1.21. EXPLANATION OF CONSTRUCTION AGREED PRICE (CAP).....17

1.22. PUBLIC INFORMATION .....18

**SECTION 2 – CM/GC PROPOSAL REQUIREMENTS AND INSTRUCTIONS .....19**

2.1. PROPOSAL GENERAL INFORMATION .....19

2.2. MINIMUM PROPOSAL REQUIREMENTS.....21

2.3. KEY EVENTS SCHEDULE AND RFP DATES .....22

2.4. OPTIONAL PRE-PROPOSAL MEETING .....22

2.5. QUESTIONS AND CHANGES TO THE RFP .....23

2.6. CONTRACTOR PROTEST RULES .....23

2.7. AWARD OF CONTRACT.....23

2.8. PROPOSAL SUBMITTAL – Step 1.....24

2.9. ORAL INTERVIEWS – Step 2.....25

2.10. CM/GC MANAGEMENT PRICE PERCENTAGE – Step 3 .....25

CM/GC Management Price Percentage Proposals will not be submitted with the initial proposal but are required to be submitted at the oral Interviews by short list Proposers using Form B-3 in Appendix B without modification. ....25

2.11. CM/GC Management Price Percentage Proposal Electronic Format: .....26

**SECTION 3 – PROPOSAL CONTENT AND EVALUATION CRITERIA .....27**

3.1. EVALUATION CRITERIA FOR PROPOSALS (65 Points Possible).....27

3.2. EVALUATION CRITERIA FOR ORAL INTERVIEWS (25 Points Maximum) .....33

3.3. EVALUATION CRITERIA FOR CM/GC MANAGEMENT PRICE PERCENTAGE PROPOSAL (10 Points Possible).....34



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<b>APPENDICES .....</b>	<b>35</b>
<b>APPENDIX A: PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX .....</b>	<b>35</b>
<b>APPENDIX B: EVALUATION AND CM/GC MANAGEMENT PRICE PERCENTAGE</b>	
<b>PROPOSAL FORMS .....</b>	<b>43</b>
<b>APPENDIX C: CONSTRUCTION GENERAL CONDITIONS .....</b>	<b>48</b>
<b>APPENDIX D: CDOT PUBLIC INFORMATION SPECIFICATIONS.....</b>	<b>49</b>



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

### **1.1. SCOPE OF THIS RFP FOR CM/GC SERVICES SELECTION**

CDOT is soliciting Construction Management (“CM”) services, with an option to negotiate General Contractor (“GC”) services for US 287/SH 40 Passing Lanes Project (the “Project”). The Project will construct concrete passing lanes on the US 287/SH 40 corridor in Cheyenne and Lincoln Counties. CDOT currently has 90% design completed on three passing lane locations. Three additional locations are currently being surveyed and are expected to be included in the project. CDOT is open to innovation and value engineering proposals on all proposed locations. The selected Proposer (also referred to as “Construction Manager (CM)”, “Contractor,” “successful Proposer,” “selected Contractor,” and “Contractor”) will provide preconstruction phase Construction Management services and will have the opportunity to negotiate a Construction Agreed Price (“CAP”) for a General Contractor contract with CDOT to fulfill the Project’s construction phase. However, the GC contract award to the successful CM proposer is not guaranteed and is dependent on a successful CAP negotiation with CDOT.

The current draft scope of work reflects an approach based on the known Project goals and risks. One selection factor used in determining the successful Proposer will be the ability of the Contractor to analyze Project goals, evaluate work elements, identify/mitigate risks, and formulate a proposal. This process may produce new approaches or modify the Project work elements. The final scope of work for the Project will evolve based on input from various sources including CDOT, Consultants, the selected Contractor, and stakeholders.

The CM will partner with CDOT as a member of the integrated design team (“Design Team”). The CM will generally provide input on schedule, phasing, constructability, and cost throughout the preconstruction phase of the Project.

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

#### **A. Design Review:**

- Thoroughly reviewing 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.
- Independently calculating quantities for verification purposes of construction packages, independent from the Design Engineer.
- Providing constructability input on all facets of the Project including, but not limited to:
  - Roadway and Safety Improvements,
  - Construction Phasing,
  - Material Availability, and
  - Roadway Drainage
- Providing written reviews or reports and details/redlines of the Project plans and specification packages at Project milestones. Comments should be related to constructability, traffic phasing, clarifications, design errors or omissions, effect on schedule, effect on cost, risk identification, or value engineering suggestions/recommendations.
- Working with the design team to make determinations when multiple severable CAP packages are:



- viable,
  - add value to the project,
  - have the potential to accelerate the start of construction, and
  - provide an overall benefit to the Project.
- Working with the design team to make determinations if 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 these materials may be by the CM through a separate contract with CDOT ahead of construction and within the constraints of the NEPA process.
  - Actively participating in discussions to study design options as it pertains to constructability, pricing, innovation, value, and quality.
  - Providing additional milestone reviews depending on package complexity.
  - Providing timely feedback from design reviews to assist in decision making.
  - 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.

**B. Cost Estimating:**

Ongoing Tasks

- To help inform decisions, the CM shall provide rough order of magnitude (“ROM”) cost estimating as design concepts/alternatives are being developed and evaluated throughout the pre-construction design development and construction processes. This may include:
  - Evaluating means and method of various construction techniques that may influence design solutions with considerations of cost and schedule impacts.
  - Evaluating industry standard operating and maintenance costs to determine life-cycle costs.

Tasks at Milestones

- Provide initial ROM construction estimate within one month of Notice to Proceed (“NTP”).
- Provide construction cost estimates at milestones that include the following activities:
  - Item identification that is compatible with CDOT’s cost estimating, standards, and specifications.



- It is anticipated the CM shall submit Opinion of Probable Construction Costs (“OPCCs”) at 30%, 60% and 90% milestones for each construction package, as applicable. Additional OPCCs may be required at the request of the CDOT PM if: package complexity indicates an added benefit, analysis of proposed alternatives is necessary, analysis of means and methods is necessary, or work is added to the Project. Additional OPCCs may be required before determining the CAP if the Project team agrees on their necessity before the Owner requests a CAP proposal from the CM. Analysis should include availability of labor, equipment, and materials.
- The CM shall submit a CAP proposal when both the CM and CDOT agree the design has progressed to the appropriate level, typically at 90%.
  - Quantity reconciliation will be required with the Designer, the Independent Cost Estimator (“ICE”) and CDOT. This may include verification of assumptions and means of methods between CDOT, the Designer and the ICE.
  - The CM shall submit CAP proposals as an Electronic Bid Submittal (“EBS”) once a CAP has been negotiated and accepted.
  - CDOT may request the CM submit a CAP on early construction packages or for the procurement of long lead items.

**C. Schedule:**

- Prepare a preliminary construction schedule and construction packaging strategy, working 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 best scope for any potential early construction packages.
- Provide a resource loaded, critical path method, construction schedule at 30% and 90% OPCC milestones, as well as for all CAP proposals.
- A final schedule will be negotiated with each CAP proposal to determine the project duration.

**D. Risk:**

- Lead quantitative and qualitative risk management discussions to identify risks, develop mitigation strategies, and assign risk responsibility.
- Set risk meeting frequency and prepare and update the Project Risk Register.
- Collaborate with the Project Team to develop a Risk Management Plan, perform risk assessments, and prepare and update the Risk Register.

**E. Meetings:**

- The CM will participate in the CM/GC Project Kickoff Meeting, Project Milestone Meetings, CAP negotiations (LLTP and Construction), and any other meetings throughout preconstruction. It is anticipated that the frequency of these meetings will vary depending on the stage of design development.
- The CM/GC Project Kickoff Meeting, which will be led by CDOT, will cover at a minimum the following items:



- Introduction to the Project, CM/GC, partnering session, Project stakeholder engagement, roles and responsibilities identification.
- Team will review Project status, goals, objectives, funding, preliminary preconstruction schedule, current design etc.
- Agree upon progress meeting frequencies and initiate working groups for various elements of the Project, if necessary.
  - Progress meetings may include project management meetings, design meetings, discipline/specialty meetings, and stakeholder meetings.
- The CM will, unless otherwise directed, meet with CDOT at the Region 4 Headquarters office located at 10601 W. 10<sup>th</sup> Street, Greeley, CO 80634. Meetings that may be attended virtually are noted below. The following meetings shall be anticipated by the CM:
  - CM/GC Project Kickoff Meeting,
  - Field Inspection Review (FIR) for each construction package left to design– 30%,
  - Final Office Review (FOR) for each construction package – 90%,
  - CM/GC Cost Model Review Meetings (virtual),
  - CM/GC Quantity Reconciliation Meetings (virtual),
  - CM/GC Risk Management Meetings (virtual),
  - CM/GC Innovation Meetings (virtual),
  - OPCC Review Meetings (virtual),
  - CAP Review Meetings,
  - CAP Negotiations and Assumption Resolution Meetings (if applicable), and
  - Other Project Meetings:
    - Weekly project updates with CDOT Project Manager (virtual),
    - Bi-weekly Design meetings,
    - Landscape Establishment Meeting (virtual) – 1 estimated,

**F. Deliverables:**

- The CM will develop and produce the following reports and deliverables:
  - Subcontractor Selection Plan,
  - Construction Quality Control Plan,
  - Material Sourcing Plan,
  - Worker and Public Safety Plan,
  - Risk Management Plan,
  - Innovation Tracking and Performance Report,
  - Procurement Review Report for each LLTP CAP if required, and



- Provide monthly invoices and project drawdown reports to support payment of preconstruction CM services.

**G. Other Tasks:**

- The GC shall ensure all environmental, safety, and permit commitments that are specified in the plans, specifications, and contract documents are implemented during construction if CAP proposals are accepted by CDOT.
- CDOT will develop the Stormwater Management Plan during preconstruction with input from the CM. If a CAP is successfully negotiated, CDOT will be responsible for obtaining the Colorado Department of Public Health and Environment permit(s) prior to construction. The GC will be added to the permit after the CAP award.
- The CM/GC shall commit to integrating Disadvantaged Business Enterprises (“DBEs”) in the Project as required by the goals determined by the Region 4 Civil Rights Office during the CM/GC services.
- If negotiations between CDOT and CM for a final CAP (see Section 1.21) and the schedule are not successful, CDOT reserves the right to place the Project construction for open bid and the CM firm will not be allowed to bid on that package. In this case, the CM shall be compensated for its pre-construction services per the CM services contract and CDOT will have no further contractual obligations to the CM.

**1.2. CM/GC PROJECT GOALS**

- A. Safety – Improve and maintain a safe travel corridor by minimizing crashes, bottlenecks and mitigating other safety concerns;
- B. Operations – Provide effective passing opportunities to improve travel time reliability for all road users with a modern highway system;
- C. Collaborative Decision Making –Collaborate with stakeholders to develop solutions that meet the needs of the traveling public;
- D. Implementability – Identify preferred alternatives that can be funded and constructed to get the most out of the project budget; and
- E. Commit to the CM/GC process.

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

**A. Project Background**

The SH 40/US 287 corridor is a critical freight route through Eastern Colorado. Approximately 40-60% of the traffic on this 2-lane rural highway is freight traffic. On the 80-mile stretch of highway between the towns of Limon and Eads, there are limited passing opportunities which frequently leads to long platoons of vehicles traveling under the speed limit for long distances. Vehicles that do attempt to make passing maneuvers are often passing semi-trailers which leaves them exposed in the opposite lane of travel for several seconds at a time. In addition, several of the existing passing lanes are not long enough to function effectively. The lack of passing opportunities combined with a high percentage of truck traffic has led to a higher than average crash rate and a significant safety concern for users of the highway.



The purpose of the US 287/SH 40 Passing Lane Project is to improve safety and operations on the corridor between Limon and Eads by constructing several concrete passing lanes at opportune locations. This Project is needed to address safety concerns and operational issues due to heavy truck traffic, an increase in AADT, and long traffic platoons which significantly slow freight and passenger vehicle travel.

CDOT currently has 90% design completed for three passing lane locations and will have topographic survey completed for three additional locations by October 2020. While the project design is mostly complete, CDOT looks forward to partnering with the CM team to identify design and construction efficiencies to construct the most passing lane miles that the budget allows.

The Project was awarded a National Highway Freight grant to bring the Total Project Budget to \$8.86M. The expected scope of this project is outlined in the below table:

**\$8.86M Total Project Budget Proposed Scope of Work**

Project Component	Mile Post
12' concrete passing lane with 4' concrete shoulder and 6' ABC shoulder. Signing and striping improvements and culvert extensions	SH 40: NB 407.2 – 408.4 SH 40: SB 409.9 – 411.4 SH 40: SB 414.0 – 414.9 SH 40: NB 417.9 – 418.3 SH 40: NB 435.9 – 437.1 US 287: NB 123.2 – 124.5

**Lead and Supporting Agencies:** CDOT is the lead agency and Owner of the project. Oversight and partial funding are provided by the Federal Highway Administration.

**Stakeholders:** Primary project stakeholders and their role or involvement in the project are listed below:

Agency/Stakeholder	Role or Involvement
Federal Highway Administration (“FHWA”)	<ul style="list-style-type: none"> <li>• Project oversight</li> <li>• Funding partner</li> </ul>
Cheyenne County	<ul style="list-style-type: none"> <li>• Project limits partially within Cheyenne County</li> </ul>
Lincoln County	<ul style="list-style-type: none"> <li>• Project limits partially within Lincoln County</li> </ul>
CDOT Region 2	<ul style="list-style-type: none"> <li>• Project limits partially within Region 2 maintenance boundary</li> </ul>



Other Stakeholders	Role or Involvement
Private Property Owners	<ul style="list-style-type: none"> <li>• Roadway reconstruction input</li> <li>• Will want to know travel impacts/delays/detours</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> </ul>
Emergency responders	<ul style="list-style-type: none"> <li>• Emergency response/access input</li> <li>• Will want to know travel impacts/delay/detours</li> </ul>

**Project Features and Specialty Work:** Major work items may include but are not limited to: concrete paving, roadway widening, earthwork, removal of concrete and asphalt shoulder, removal and replacement of damaged concrete panels, dowel and tie bar retrofit, minor drainage features, signing, striping, and revegetation.

**Major Project Risks:**

- Construction Phasing – Construction of new travel lane on 2-lane rural highway (4000 Annual Average Daily Traffic (“AADT”) and 40%-60% trucks) Phasing for work to not severely impact the traveling public;
- Material and supplier availability – This highway is located in a very rural area. Supplying and disposing of large quantity materials may be a challenge;
- Safety – High speed travel (65 mph speed limit) presents a safety hazard in a construction zone to the workers and to the traveling public;
- Schedule - With several project sites, there is likelihood of multiple construction packages, risk that there could be greater impacts to the traveling public if construction duration is not controlled;
- High Profile Project – This project has gained significant political attention due to recent fatal crashes. Must be delivered at the highest quality and safety levels; and
- Weather – Weather conditions can be very adverse in the winter and spring months.

**Project Design and Development Status:** Below is a general description of work progressed to date and anticipated ongoing work, milestones, and potential early packages:

- Design: 90% design has been completed for three of the six passing lane locations and topographic survey will be completed for the remaining three locations by October 2020. Design in most areas will remain flexible to accommodate input from the Contractor in the pre-construction phase;
- Roadway: A roadway template for the passing lanes has been developed to an approximate 90% level which generally represents feasible geometric and resiliency improvements acceptable to CDOT. The roadway template and typical sections will remain flexible through design to accommodate input from the Contractor in the pre-construction phase;
- Structural: No structural work is anticipated at this time;



- Geotechnical: A geotechnical report and pavement recommendation have been completed for various locations along the corridor;
- Environmental: CDOT is currently finishing up a categorical exclusion for the three locations that are designed. Many of the environmental technical reports have been written or are currently being written. Once the design of the additional three locations commences CDOT's environmental team will begin evaluating those locations;
  - Required on-going environmental work:
    - Archaeology, paleontology, threatened and endangered species and hazardous waste site assessments;
    - Section 106 History clearance;
    - Wetland identification and clearance; and
    - Stormwater management plan development.
  - Permitting and Certifications:
    - It is anticipated that the GC will need to obtain a Stormwater Construction Permit(s).
- ROW: It is anticipated that construction activities can be completed within existing Right-of-Way. Staging, batching, and additional construction activities on private property will be considered if beneficial to the project.

#### **Existing Operations and Traffic Restrictions:**

The latest CDOT Region 4 Lane Closure Strategy (available at [https://www.codot.gov/library/traffic/work-zone-safety-and-work-zone-traffic-operations/lane-closure-strategies/R4\\_Lane\\_Closure\\_Report.pdf](https://www.codot.gov/library/traffic/work-zone-safety-and-work-zone-traffic-operations/lane-closure-strategies/R4_Lane_Closure_Report.pdf)) outlines lane closure restrictions for SH 40/US 287 for each month of the year. 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, location noted above. Variances to the Lane Closure Strategy will be considered but approval is not guaranteed by CDOT.

#### **General Construction Constraints and Limitations:**

- All work must be maintained within existing or proposed CDOT ROW and permitted or cleared area. Staging, batching, and additional construction activities on private property will be considered if beneficial to the project.
- Environmental clearances (NEPA) for identified elements within a package must be received and approved before CDOT will issue an NTP for the construction package CAP.
- Pavement designs containing recycled concrete will not be allowed. Other uses for recycled concrete will be considered.



**Anticipated Utility Coordination/Relocations:**

<b>Company</b>	<b>Facility type</b>	<b>Relocation Required?</b>
Colorado Interstate Gas	High pressure gas line	Not anticipated
DCP Ladder Creek LLC	Helium gas line	Not anticipated
Eastern Slope Rural Telephone	Overhead phone lines	Not anticipated
CenturyLink	Underground fiber optic lines	Not anticipated
KC Electric Association	Overhead electric lines	Not anticipated
Secom	Internet	Not anticipated

**Coordination and Communication:**

CDOT will be engaging separate contractors for two adjacent projects: 1) Rush Creek Bridge Rehabilitation, MP 122.5 (the exact timing of the project is unknown) and 2) Region 2 Passing Lanes between MM 120-122 in 2021. The CM will work in close coordination with these two projects. If other adjacent projects are identified, the Contractor must also closely coordinate with those projects. Additionally, coordination and communication with stakeholders to minimize traffic delays and construction impacts is required. **See Section 1.22** – Public Information, for additional communication requirements.

**1.4. PROJECT FUNDING**

The Project Team was awarded a National Highway Freight grant to construct passing lanes on the corridor. The Total Project Budget for this Project is \$8.86M.

**1.5. PROJECT DURATION**

CDOT has committed to a 2021 construction timeframe for completion of the passing lanes. Multiple CAP packages may be necessary to have construction underway early in 2021 to meet this deadline. It is also anticipated that design and construction will overlap, should the team proceed with early work packages. All work needs to be complete by the end of 2021.

**1.6. PROJECT ADMINISTRATION**

CDOT Project Manager and Primary Point of Contact:  
 Jake Schuch  
 US 287/SH 40 Passing Lanes, CM/GC Project Manager  
 10601 W. 10<sup>th</sup> Street  
 Greeley, CO 80634  
 W: 970-301-2129  
[jake.schuch@state.co.us](mailto:jake.schuch@state.co.us)



The Contract Administrator for this Project is:

Roberta Lopez  
US 287/SH 40 Passing Lanes  
2829 W Howard Place  
Denver, CO 80204  
W: 303-757-9296  
[roberta.s.lopez@state.co.us](mailto:roberta.s.lopez@state.co.us)

## **1.7. PROJECT COORDINATION**

### **A. Routine Working Contact:**

The routine working contact will be between the Project Management Team (“PMT”), which will be comprised of the CDOT CM/GC PM, the CDOT designer, the Design Resident Engineer (RE), and the Construction Manager Project Manager (CM PM).

### **B. 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.

### **C. Coordination:**

In addition to the stakeholders listed in Section 1.3, the CM shall partner with the CDOT Project Management Team (defined below) as part of the design team.

The following groups will be Project partners and will be required to coordinate with each other:

- CDOT Region 4 Project Management Team:
  - CDOT CM/GC Project Manager and designer Jake Schuch, PE
  - CDOT Resident Engineer – Bryce Reeves, PE
  - CDOT Program Engineer – Katrina Kloberdanz, PE
- 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 Staff Bridge
- Selected Project Construction Manager and any Sub-contractors
- Independent Cost Estimator / CDOT Engineering Estimates and Market Analysis (EEMA) Group
- CDOT Maintenance Forces
- Regional Civil Rights Manager
- The CDOT Project Management Team shall be included in all coordination.



#### D. Project Co-Location

CDOT does not plan to co-locate with the CM for this project.

#### 1.8. **FIXED LIMIT OF CONSTRUCTION COST**

The Fixed Limit of Construction Cost is the not-to-exceed estimated portion of the Project budget allocated for the construction phase of the Project that includes all construction contract amounts for all construction packages for the Project. Each construction contract amount includes the total actual price of construction, the CM/GC Management Price Percentage applied to each construction item, and all GC indirect costs, force accounts, and risk pools that are associated with the construction of all elements of the work designed or specified by the Design Engineer.

The CM/GC Management Price Percentage is defined in **Section 2.10**. The Fixed Limit of Construction Cost for this Project to be paid to the GC is up to \$6.57 million. See **Sections 1.3 and 1.4** regarding the Total Project Budget and Project funding.

#### 1.9. **PROJECT CONSTRUCTION SCHEDULE**

Project milestones are shown below:

- Potential Early Package(s): CDOT has committed to complete construction by the end of 2021 for the \$6.57 million in construction scope. To meet this goal, multiple CAP packages may be necessary.
- 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 appropriate. The CM and CDOT are responsible for ensuring the severability of each package.

The CM and GC must both work and communicate with Project stakeholders before and during construction. Impacts to the traveling public must be minimized and is a high priority consideration in determining daily working time schedules that may be allowed.

Notable construction considerations:

- Environmental Requirements
  - All work must conform to the project Categorical Exclusion (CatEx) that is expected to be completed by the end of 2020.
  - Required on-going environmental work during the design process will also significantly shape construction. Those tasks are listed in Section 1.3B.
- Lane Closure Policy
  - Roadway impacts must follow the CDOT Region 4 Lane Closure Strategy.
- Resource availability due to other major regional projects, including DBE availability.

Upon CM contract award, the CM will work with CDOT to create a proposed construction Schedule. The CM shall use either scheduling software listed in **Section 1.14** of this RFP so long as the schedule is maintained in the same format throughout the duration of the Project by the Contractor. After the



Schedule is created, the Contractor will be required to submit schedule updates monthly to the CDOT CM/GC Project Manager, or after any significant change to the Project, or as otherwise directed by CDOT.

**1.10. PRELIMINARY DOCUMENTS AND DRAWINGS**

90% drawings for the first half of the \$8.86M Total Project Budget scope of work (identified in **Section 1.3**) as well as the National Highway Freight grant narrative and pavement recommendation report can be found on the Project's procurement website:

<https://www.codot.gov/business/designsupport/adp-db-cm-gc/opportunities/cm-gc-solicitations-active/22975-us-287-sh-40-passing-lane>

**1.11. SPECIFICATIONS**

The most current version of the Standard Specifications for Road and Bridge Construction at the time of each successful CAP negotiation will control construction of that CAP package. Currently, the 2019 Standard Specification book is the most current version. The Project team has developed a draft of the project special and standard special provisions that will take precedence over the Standard Specifications and plans during the development of each package. That draft can be found on the Project's procurement website: <https://www.codot.gov/business/designsupport/adp-db-cm-gc/opportunities/cm-gc-solicitations-active/22975-us-287-sh-40-passing-lane>

**1.12. OWNERSHIP OF THE DOCUMENTS**

All tracings, bids, plans, manuscripts, specifications, data, maps, etc., prepared by or obtained by the Contractor as a result of working on this contract shall be delivered to and become the property of CDOT.

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

The Proposer shall self-perform not less than 30% of the total work for CM services in the preconstruction phase by its own staff, not through subcontractors.

For any awarded construction, 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 and agreed upon at the date of issuance 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 efficiency on a case-by-case basis. The primary software used by CDOT is as follows:

**A. Estimating:**

Microsoft Excel (latest version) or other software that is compatible with providing pricing on the CDOT Schedule of Bid Items standard format using the most current CDOT Item Code Book.

**B. Scheduling:**

Microsoft Project (latest version) or Primavera (latest version)

**C. Specifications:**

Microsoft Word (latest version)

ProjectWise (latest version)



**D. CADD:**

Bentley Open Roads Designer (latest version)

Inroads SS4

**1.15. REQUIRED AVAILABILITY OF KEY PERSONNEL**

Listed Key Personnel in the Project Management Team/Capability of the Proposer section of the Proposal constitutes an agreement by the Proposer to make the personnel available to complete work on the contract at whatever level the Project requires. The Contractor shall seek CDOT approval of modifications to the Proposer's Team or Key Individuals and other personnel listed in the Proposer's Key Personnel. If a Key Personnel is to leave the team, resumes for a minimum of three replacement candidates must be provided by the Contractor to the CDOT PM for CDOT's review and selection; CDOT reserves the right to interview the replacement candidate(s) and either accept or reject these candidates.

In order to secure CDOT's approval prior to the award of the contract, a written request shall be forwarded to the person and address as shown in **Section 2.8 Proposal Submittal** of this RFP. The request shall include a) the nature of the desired change, b) the reason for the desired change, and c) a statement of how the desired change will meet the required qualifications for the position/responsibility. No such modification will be made without prior written CDOT approval from the CDOT Project Manager.

**1.16. ORGANIZATIONAL CONFLICTS AND INELIGIBLE FIRMS**

The Proposer will include a full disclosure of all potential organizational conflicts of interest in the Proposal. 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.

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 eligibility of its team members.

**1.17. APPLICABLE FEDERAL AND STATE REGULATIONS**

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

**1.18. NONDISCRIMINATION**

The Contractor 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 that define actions required for affirmative action and minority/disadvantaged business programs. The Contractor shall not discriminate against any employee or applicant for employment because of race, color, national origin, religion, sex, age or physical handicap.

The Contractor shall take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, national origin, religion, gender, age or handicap. 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 Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

**1.19. DISADVANTAGED BUSINESS ENTERPRISE (DBE) PROGRAM REQUIREMENTS**

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

A DBE contract goal will be set for all construction packages based on scope and size. Sufficient good faith efforts to meet the goal shall be a condition of award of each construction phase contract. The same will apply for On-the-Job Training Goals (OJT) for each construction package.

**1.20. COMPENSATION FOR CM/GC PRECONSTRUCTION SERVICES**

The selected Proposer will be paid a total lump sum amount of \$100,000.00 for CM services during the Preconstruction Phase. If additional funding is added to the construction budget, CDOT will pay the selected Proposer an additional 1.0% of the additional construction costs for the CM to conduct preconstruction services. A contract amendment to add CM preconstruction service costs will be performed for any increase in the total project budget. Monthly payments will be paid per invoice as work progresses based on percent of preconstruction completion with agreement of the CDOT PM.

**1.21. EXPLANATION OF CONSTRUCTION AGREED PRICE (CAP)**

A negotiated and agreed upon CAP is the amount that may be incorporated into the standard GC Construction Project Contract for Construction Services.

The CAP is the sum of the direct Cost of Construction and the CM/GC Management Price Percentage for a specific construction package. CDOT and the selected CM will refine the Cost Model, consisting of bid items, quantities, risks and assumptions for the construction package, through a series of Cost Model meetings.

The selected Contractor will propose a CAP for GC services; CDOT and the selected CM will negotiate the direct Cost of Construction for that package with the goal of agreeing on a final GC CAP. CDOT makes no guarantees that it will accept or agree on a GC CAP submitted by any party. If CDOT successfully negotiates, agrees and accepts a GC CAP, payment for the construction of the Project will be based on the negotiated and accepted GC 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 GC CAP the CM shall submit the GC CAP it negotiated, agreed on, and accepted via the EBS system. The CM or GC may develop multiple GC CAPs, and CDOT may negotiate and accept those GC CAPs during the design and construction phases of this Project. CDOT reserves the right not to award any part(s) or all of the GC Construction Services, and bid/award some or all of the GC construction work separately. The selected CM shall deliver to CDOT a proposed GC CAP and GC CAP Supporting Documents at any appropriate milestones identified at the Project Scoping Workshop for an appropriate LLTP or construction phase.

Except for change orders, agreed overrun items and agreed upon risk pool items approved by CDOT, a GC CAP 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 GC CAP not listed as overrun items in the construction specifications or agreed to as risk pool items in the executed Risk Register. A GC CAP proposal can be offered and negotiated three times. After the third and final attempt at a GC CAP negotiation, 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 accept the risk and shared risk contingency pools with the CM during the preconstruction phase that, if accepted, could potentially be incorporated into a negotiated GM CAP. The purpose of the contingency risk-sharing pool is to develop a budget for items foreseen at the time of negotiating a GC CAP, but not detailed enough for itemized pricing. Any and all items fitting this category will be identified separately in a CAP 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 cost savings in construction (not attributed to any reduction in the scope of work or reduction in operating performance for the corridor) that may occur after a GC CAP has been negotiated with the Contractor and as agreed to in the executed Project Risk Register.

## **1.22. PUBLIC INFORMATION**

US 287/SH 40 is part of the National Highway Freight Corridor and is a critical piece of infrastructure that impacts economic vitality throughout the state of Colorado and the rest of the nation. The corridor sees a high volume of truck traffic (40%-60%), and operates as a 2-lane rural highway.

The CM/GC Public Information Manager (“PIM”) will be expected to execute communication needs for this Project with a variety of audiences in the corridor including residents, business owners, the traveling public, the freight industry, and others during the CM services contract and the GC services contract.

This Project is anticipated to follow the CDOT Public Information Specifications provided in **Appendix D** for construction. CDOT will be primarily responsible for Public Information from design through Notice to Proceed for the first construction package. The GC will be primarily responsible for Public Information once the first construction package commences through the duration of construction. This work consists of providing regular and continuous communications services throughout the duration of the Project including community and stakeholder outreach as well as media support.



## **SECTION 2 – CM/GC PROPOSAL REQUIREMENTS AND INSTRUCTIONS**

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

This RFP is a two-phase, three-step procurement that includes: 1) a Statement of Interest/Proposal, a short listing of firms by a Selection Panel, 2) an interview, and 3) the CM/GC Management Price Percentage. CDOT intends to identify three Proposers as its shortlist of Proposers. At the interview, Proposers will be required to submit a CM/GC Management Price Proposal. Only shortlisted Proposers will be allowed to submit a CM/GC Management Price Proposal.

Contractors interested in submitting Proposal packages in response to the RFP to CDOT are requested to submit one package that is inclusive of pre-construction CM services, with the potential of performing as GC, only if CDOT and the Successful Proposer successfully negotiates and accepts a construction GC CAP proposal(s). Selection of a Successful Proposer will be determined by conducting a best value calculation in accordance with the evaluation criteria set forth in **Section 3 Proposal Content and Evaluation Criteria**.

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

- A.** Multiple proposals from a single Proposer will not be considered.
- B.** No reimbursement will be made by CDOT for any costs related to the preparation of the Proposal, required documentation, interviews, presentations, discussions, the selection process, the contract negotiation process, and/or any related activities. These costs are the sole responsibility of the Proposer or Joint Venture.
- C.** The Proposer will include a full disclosure of all potential organizational conflicts of interest as outlined in **Section 1.16**.
- D.** No late proposals will be accepted for this Project. Any proposal received by CDOT after the time specified in **Section 2.3** shall be considered late and shall be returned unopened to the Proposer.
- E.** 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 Approach to Risk, Schedule, Price; Strategic Project Approach; Project Innovations; and the CM/GC Management Price Percentage Proposals components as defined in **Section 3.1** and **Section 3.3**. 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 for clearly and prominently marking each and every page or sheet of materials with “PROPRIETARY”, “TRADE SECRET”, or “CONFIDENTIAL” as it 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/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.

- F.** CDOT reserves the right to reject any or all proposals. Proposals that do not meet the Minimum Proposal Requirements listed in **Section 2.2** will be rejected as non-responsive.
- G.** The unsuccessful Proposers may elect to participate in a debriefing within 5 business days after Award of the Contract. The debriefing shall be conducted within 10 business days after the election.
- H.** The selected Proposer will be contracted for CM services and has a potential, but no guarantee, to be contracted for GC construction services for this Project. Therefore, the selected Contractor is not guaranteed to receive a Notice to Proceed to perform GC construction work. CDOT may terminate the CM services contract at the completion of the preconstruction phase due to lack of construction funding or failure to negotiate and reach an agreed on GC CAP.
- I.** If CDOT and the selected Proposer fail to reach a negotiated and accepted GC CAP



and CDOT chooses to publicly advertise a new solicitation of the GC portion of this Project for bids, the selected Contractor will not be permitted to submit a bid.

## **2.2. MINIMUM PROPOSAL REQUIREMENTS**

As indicated in the advertisements, notice is hereby given to all interested parties that all firms will be required to meet minimum requirements to be considered for this project. To be considered as qualified, interested firms shall have, as a minimum:

- A.** Submitted a mandatory Letter of Interest by the deadline set in section 2.3.
- B.** Demonstrated a bonding capability up to \$6.57M 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. NHPP R400-370, US 287/SH 40 Passing Lanes Project for at least \$6.57M. 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. Letters indicating “unlimited” bonding/security capability are not acceptable. Performance and Payment Bonds will be required at the time the Construction Agreed Price is negotiated, agreed to, and accepted by both parties. The final value of the Bonds will equal the final construction contract amount.
- C.** Provided CDOT with evidence of insurability that meets the requirements of Subsection 107.15 of the Standard Specifications for Road and Bridge Construction. The Contractor or Joint Venture 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.
- D.** Provided CDOT with evidence of pre-qualification with the CDOT Contracts and Market Analysis Branch at the \$5M-\$20M level and satisfy all requirements of pre-qualification per the CDOT rules for prequalification, debarment, bidding and work on Colorado Department of Transportation road, highway, and bridge public projects per 2 CCR 601-10, Rules Governing Construction Bidding for CDOT Public Projects within 14 days of the Proposal submittal deadline as shown in the Key Events Schedule below. 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.
- E.** Met all of the Proposal Submittal requirements of **Section 2.8**.
- F.** Provided CDOT with a signed Anti-Collusion Affidavit, CDOT form #606 with the initial proposal materials.



**2.3. KEY EVENTS SCHEDULE AND REP DATES**

Proposers are required to meet the dates set for the Proposal submission, the oral interviews, and negotiation meeting. Contractors 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.

<b>Public Notice Phase</b>	<b>Date</b>	<b>Time</b>
Advertisement/ Notification of Request for <b>Mandatory</b> Letters of Interest	7/29/2020	
Submittal of Mandatory Letters of Interest	8/13/2020	Noon
First Advertisement of RFP	8/20/2020	
Optional Pre-Proposal Meeting – Public (held via teleconference)	8/18/2020	9:00 a.m.
Optional One-on-One Briefings – Confidential (held via teleconference)	8/27/2020	*as requested
Final RFP Public Questions or Comments Due	9/4/2020	

<b>Short List Phase</b>	<b>Date</b>	<b>Time</b>
Submittal of Proposal	9/10/2020	Noon
Short Listing Selection Panel Meeting	9/28/2020	
Short List Approval	9/30/2020	
Notification of Short List Candidates	10/1/2020	

<b>Selection Phase</b>	<b>Date</b>	<b>Time</b>
Selection Panel Meetings (Interviews)	10/15/2020	
CM/GC Management Price Percentage Proposals Submitted	10/15/2020	
Chief Engineer Selection Approval	10/20/2020	
Contractor Notification	10/20/2020	
Contract Execution/NTP	11/20/2020	

<b>Post-Selection Phase</b>	<b>Date</b>	<b>Time</b>
Debrief Meeting	12/3/2020	*as requested

**2.4. OPTIONAL PRE-PROPOSAL MEETING**

Only those firms submitting a timely Mandatory Letter of Interest (MLOI) will receive an invitation to the Optional Pre-Proposal meeting. The optional pre-proposal meeting will be held as per **Section 2.3** via teleconference, at 9:00 a.m. on August 18, 2020. This meeting will introduce all proposers to the CM/GC



contract delivery method, give an overall introduction to the Project as scoped, and enable CDOT to answer questions about the Project and process. The CDOT Project Management Team for the Project will be present. This meeting will be approximately one-hour long.

## **2.5. QUESTIONS AND CHANGES TO THE RFP**

- A.** 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, which shall be made available publically to all Proposers on the CDOT webpage. Following receipt of proposals, any changes to the RFP will be conveyed in writing to those Proposers determined to have met the minimum qualifications.
- B.** Proposers may submit questions, request clarification, or request a change to the RFP by submitting a written request to the CDOT Project Manager at the address set forth in **Section 1.6**. The request shall specify the provision and section of the 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 **Section 2.3 – Final RFP Public Questions or Comments Due**.
- C.** CDOT will evaluate any questions and/or requests submitted but reserves the right to determine whether to respond or accept the requested change. All questions, requests for clarification, or RFP change, and CDOT’s response will be posted on the Project advertisement site in Q & A form.
- D.** Proposers shall not rely on oral or written instruction changes or clarifications regarding this RFP, unless issued in writing by the CDOT Project Manager as an addendum.
- E.** 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 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 perceived, concerning the solicitation or award of this 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 taken into account, 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 a Best



Value Selection with Chief Engineer Approval. The selected CM will be awarded a contract for Preconstruction CM Services.

The Selection Panel, comprised of CDOT personnel, shall complete a short list evaluation on the Proposer submitted Proposal package based on criteria in **Section 3.1**

Numerical Ranking and selection of the most qualified Proposers is detailed in **Appendix B**.

Award and contract will be contingent on availability of proposed Key Personnel and subcontractors.

The successful CM Proposer has a potential, but no guarantee, to enter into a contract with CDOT for GC construction services for this Project. However, if CDOT and the successful CM Proposer successfully negotiate, agree and accept a GC CAP, all parties will execute a CDOT drafted GC Construction Contract separate from the CM contract.

All negotiations shall be open book. CDOT shall have access to all GC CAP proposal documents, quotations, takeoffs, and other construction cost estimates, including those for subcontractors, during negotiations. Issuance of the Construction Contract will be subject to the GC Proposer posting 100% performance and payment bonds and being compliant with CDOT procurement policies. The GC Contractor 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. 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 best interest as determined by CDOT. **(Please note that the primary focus of this evaluation will be the firm(s)'s capabilities).**

- A.** Timely deliver **one (1)** electronic copy PDF file of the Proposal to [roberta.s.lopez@state.co.us](mailto:roberta.s.lopez@state.co.us).
- The maximum file size, if only sent to one CDOT email address, is 22-25MB. Proposals that Carbon Copy (“cc”) other email addresses are limited to only 5MB if, for example sent to 5 recipients.
  - Proposers may send a practice pdf file to [roberta.s.lopez@state.co.us](mailto:roberta.s.lopez@state.co.us) as a test ahead of the RFP deadline. This file will be deleted by CDOT.
  - Alternatively, Proposers may break up their proposal into several PDF files and send in multiple separate emails. If the proposal is broken up into several PDF files, the maximum PDF file size in each email is 22-25MB. CDOT will only score those pieces that are received by the date and time deadline set forth in **Section 2.3**.
- B.** Proposal Format:
- Submittals shall be formatted with section headers / tabs in the exact form and alphanumeric sequence of the **Evaluation Form B-1** from **Appendix B**. Additional information, if provided, shall appear at the end of the submittal under its own header/tab(s).
  - All submittals shall use minimum font size of 11 Times New Roman and minimum font size of 10 Time New Roman on charts, graphs, and figures.



- Links to external documents, information, videos, etc. are not allowed.
  - Cover or Introductory Letter (1-page limit - 8-1/2" x 11" electronic paper size)
  - Proposal Section (10-page limit, 8-1/2" x 11" electronic paper size, and up to 5 of the 13 pages can be on 11" x 17" electronic paper size)
  - An Optional Section (5-page limit, 8-1/2" x 11" or 11" x 17" electronic paper size)
  - The Commendation Section for awards or letters of recommendations from past clients (3-page limit – 8-1/2" x 11" electronic paper size)
  - Appendix Section (10-page limit - 8-1/2" x 11" electronic paper size)
- C.** CDOT shall evaluate submittals in accordance with criteria as indicated in **Section 3.1** and ranked on the corresponding evaluation form in **Appendix B**.
- D.** Responses to all items shall be complete; Proposers are encouraged to cross-reference to other sections of their proposal where applicable.
- E.** All references shall be current and relevant.
- F.** The optional section may include supplemental materials for risk assessments, cost model examples, processes, and additional photos, exhibits, or schedules.
- G.** An appendix section will be included in the proposal. This section will include resumes, Surety Letters, and evidence of insurability. Resumes and references for team members should be limited to the Tier I and Tier II Key Personnel. Surety Letters and evidence of insurability DO NOT count toward the appendix page limit.
- H.** Tabs, covers, and tables of content pages DO NOT count toward the page count. All proposals must be submitted electronically.

## **2.9. ORAL INTERVIEWS – Step 2**

### **A. Short List**

From the Proposals received, the CDOT Selection Panel will determine a short list of the top three Proposals using the scoring indicated on the enclosed **CM/GC Proposal Evaluation Form B-1** in **Appendix B**.

### **B. Oral Interview**

Mandatory oral interviews will be conducted for the shortlisted firms only. Interview times and location will be arranged by CDOT per **Section 2.3** and are subject to change; all shortlisted firms will be notified in advance. Oral interviews will be evaluated on the enclosed **CM/GC Oral Interview Evaluation Form B-2** in **Appendix B**.

## **2.10. CM/GC MANAGEMENT PRICE PERCENTAGE – Step 3**

**CM/GC Management Price Percentage Proposals will not be submitted with the initial proposal but are required to be submitted at the oral Interviews by short list Proposers using Form B-3 in Appendix B without modification.**

Only one copy of Form B-3 is required on the scheduled submission date. The CM/GC Management Price Percentage Proposal will remain unopened until after the qualitative scoring and will then be opened



after the Selection Panel Interview Meetings. The **CM/GC Management Price Percentage Proposal** will be scored in a blind evaluation, separate from the technical proposal and oral interview. The CM/GC Management Price Percentage Proposal will then be given a point score in accordance with **Section 3.3**.

The **CM/GC Management Price Percentage proposals** shall include a summary of information used in establishing the CM/GC Management Price Percentage. The evaluation criteria for the CM/GC Management Price Percentage Proposal can be found in **Section 3.3**. Other indirect and non-reimbursable costs outlined in **Appendix C** must be integrated into the **CM/GC Management Price Percentage Proposal** narrative.

The CM/GC Management Price Percentage is a percentage which will be applied to all Construction Phase CAP Proposals based on the Fixed Limit of Construction Cost. The CM/GC Management Price Percentage shall include all profit and indirects as defined in **Appendix C**. Summaries must include the line items detailed in **Appendix C**.

**2.11. CM/GC Management Price Percentage Proposal Electronic Format:**

- A.** Submittals shall be formatted and contain headers/tabs in the exact form and alphanumeric sequence to include the following:
  - CM/GC Management Price Percentage Proposal Form B-3 (one page – **Appendix B**)
  - CM/GC Management Price Percentage Summary Information (two-page limit – summary page)
  - Electronic paper size must be 8 ½” X 11”; all submittals shall use a minimum font size of 11 Times Roman.
- B.** CM/GC Management Price Percentage Proposal Form B-3 from Appendix B must be filled out in its entirety.
- C.** All content, as required in **Section 3.3**, must be integrated into a narrative and into sheets as instructed. These items can be found on the Construction General Conditions in **Appendix C**.
- D.** Any submitted CM/GC Management Price Percentage Proposal lower than 7% will be rejected.



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

### **3.1. EVALUATION CRITERIA FOR PROPOSALS (65 Points Possible)**

#### **Proposal Evaluation Criteria**

\*Note that the primary focus of the evaluation will be the firm(s)'s capabilities.

#### **I. Proposal Section**

##### **A. Project Management Team (15 Points Maximum)**

##### **1. Composition and Commitment of the Project Management Team**

- Provide a description of the composition of your Project Key Personnel. If your team is a Joint Venture or association, indicate specific responsibilities of each member and firm of the team.
- Provide, identify and discuss the qualifications of the Key Personnel. Include the following for each member of the proposer's team:
  - Provide job descriptions, responsibilities, and authority for each team member.
  - Provide a list of the concurrent projects, responsibilities, and commitments during 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 knowledge of team members related to the project.
  - Length of time with the firm for each key team member and in length of time for overall experience pertinent to the scope.
  - Experience on similar projects as a team.
  - 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 proposal due date.
- TIER 1: One staff member should comprise the role as the Key Person for the Project, and should have the following Tier I skills, experience and knowledge:
  - Project Manager
    - This person serves as overall PM for the CM services and, if awarded the GC contract, GC construction services and will be the main point of communication to the Project team.
    - This person 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 person should have a minimum of 5 years of experience



- managing projects, and a history of performing preconstruction input and analysis.
- Anticipated time commitment: 75-100% throughout the duration of the Project.
- TIER II: Two (2) to four (4) staff members should comprise Key Personnel for the Project, and should have the following Tier II skills, experience and knowledge:
    - All Key Personnel are expected to be in attendance at relevant Project meetings. Key personnel are expected to have a reasonable level of decision-making authority on behalf of the Contractor:
    - Construction Manager
      - This person is responsible for providing construction and constructability expertise, construction phasing, and seeking innovative solutions during preconstruction services.
      - The person should have a minimum of 5 years of industry experience
      - Anticipated time commitment: 30-50% during preconstruction, 100% during construction.
    - Scheduling Expert/Project Controls
      - This person will be responsible for managing the Project schedule, Project risk, and Project quality
      - This person should have a minimum of 3 years of industry experience and be able to confidently use the scheduling software of choice as shown in **Section 1.9**.
      - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person may be committed 30-50% during preconstruction, 50-75% during construction.
    - Cost Estimation
      - This person, or persons, is responsible for providing ROM cost estimates and OPCCs during preconstruction services.
      - This person should have a minimum of 3 years of industry experience.
      - Anticipated time commitment: Depending on the number, size, and complexity of construction packages, this person may be committed 30-60% during preconstruction, and 10% during construction.
    - Public Information Officer
      - This person, or persons, is an experienced manager in public information, public relations, and strategy in communication with stakeholders.
      - This person should have a minimum of 3 years of experience in



public relations.

- Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person may be committed 30-60% during preconstruction, and 50% during construction.
- TIER III: Technical Experts will make-up Tier III of the organization structure. Technical Experts are expected to attend relevant Project meetings. Tier III staff should provide the following skillsets, knowledge, and experience:
  - Material Expertise,
  - Geotechnical Expertise,
  - Roadway,
  - Safety,
- Multiple Tier II and III skillsets may be fulfilled by one individual if adequate justification is made in the proposal to define who is fulfilling what role and their qualification. Proposers shall identify a lead person for each skillset.
- Provide a separate graphic showing organizational structure chart, complete with working titles for the team during the preconstruction phase. Provide an explanation of any variation to the anticipated Key Personnel time commitments stated above.
- Identify and explain the need for any additional Key Personnel necessary to the success of the Project.

**2. Organizational Chart and Succession Planning**

- Provide a separate graphic showing organizational structure chart, complete with working titles for the project management team in construction.
- Provide a narrative describing succession planning for team stability and planning for any member of the project team that leaves during design or construction.

**3. Safety Record and Performance**

- Provide a narrative of the Proposer's largest foreseen safety risks for this 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 (2016-2019).
  - OSHA Reportable Incident Statistics

**B. Contractor Capability (20 Points Maximum)**

**1. Prior Project Experience/Performance/References**

Provide a summary of previous experience relevant to the general scope 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 please include owner and architect/engineer references and contract information; CDOT may at its discretion contact references on projects on which the firm has worked. Provide at a minimum:

- The project/contract name
  - Description of services provided
  - Overall construction cost of the project, as applicable, including initial contract value and final total project cost
  - Description of project schedule performance, including initial schedule, and reasons for schedule change
  - Key Personnel assigned or in-house staff and their level of involvement
  - Subcontractors used in the performance of the contract
  - Reference(s) for Owner and Design Consultants
- 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 (20 Points Maximum)**

Provide your Strategic Project Approach summary for the Project including the following:

#### Preconstruction Services:

- In order to describe the means and methods that will be used to support the design development and decision-making process please include a discussion of the following:
  - Your approach to maximizing CDOT's Project goals.
  - Your approach to reviewing design; providing design quality assurance, providing real-time constructability feedback; ongoing value engineering services as it relates to innovation, material sourcing, packaging, traffic phasing, critical path, etc.
  - Additional unique resources and capabilities that your company will bring to preconstruction and how these unique resources and capabilities will be beneficial in achieving the Project goals.
  - Your approach to the phasing of work elements in order to optimize the schedule and cost efficiency, and how you plan on meeting the schedule commitments outline in **Sections 1.5 & 1.9** of this RFP.

#### Construction Services:

- In order to describe the means and methods that will be used to support the construction and decision-making process please include a discussion of the following:
  - A description of the major Project work elements the Proposer can self-perform, including qualifications to do such.



- How the Proposer will be flexible and adaptable in allowing for single or multiple construction packages and CAPs.
- Your approach for a subcontractor selection plan that describes your business process for the below-mentioned items.
  - How you will ensure your sub-contractors are capable and will provide their work product on schedule, with high quality workmanship, and adheres to your safety standards.
  - How you will identify elements of work for subcontracting opportunities, how the work elements will allow for equal opportunity, and the types of outreach programs you will use to include small and disadvantaged businesses for this Project.
  - What mechanisms you will use to solicit reliable bids from subcontractors, lock in item costs for CAP and in the event additional work is needed during construction.
- Any additional unique resources and capabilities that your company will bring to construction and how these unique resources and capabilities will be beneficial in achieving the Project goals.

#### Project Innovations

- In conjunction with your team's Project Approach, your team may have some innovative ideas that may or may not meet the requirements of the RFP that could increase the likelihood for Project success. The Selection Team will consider how well your innovative ideas help balance the Project goals. Any innovations proposed need to be practical and implementable.
- Provide any innovative ideas and discuss those ideas as follows:
  - Describe the innovation, how it will be implemented and how it will aid in meeting the Project goals
  - Describe impacts of the innovation(s) on time, cost, quality, and safety.
- 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 Price (10 Points Maximum)**

- As each OPCC or CAP is developed, risk, schedule, and major assumptions need to be evaluated and discussed. How and when the Contractor communicates these items to CDOT is critical for a successful CM/GC project.
- Notwithstanding the overall scope and construction budget of the Project, please provide a discussion of your approach to the following items:
  - Cost Model Approach
    - Demonstrate how your cost model would be developed, the basis of assumptions, and how it communicates information necessary for decision making.
    - Provide a narrative of your approach specifically addressing the following key topics at a minimum:



- Assumptions, risk, opportunities, innovation, market conditions, limited or significant market competition, subcontracting opportunities, means and methods, and potential challenges in the current design or feature that could impact schedule and cost.
- Innovative cost savings, opportunities, and value to the Project.
- Approach to the development of estimate factors such as escalation factors, fuel pricing, material sources, labor rates, craft labor agreements, availability of skilled craftsman.
- Approach to equipment availability and rental rates.
- Approach to developing production rates.
- Approach to estimating indirect/overhead costs.
- Provide a description of your approach to developing and reconciling quantities.
- Schedule Approach
  - Discuss what design aspects you would recommend to the designers that would reduce schedule or add benefit to the Project.
  - Discuss what construction elements or features your team will use to reduce schedule or provide added benefit to the Project.
  - Discuss factors that would affect schedule such as outside constraints, seasonal work, materials, equipment and labor availability, etc.
- Risk Approach
  - Discuss your risk management process that will be used to identify risks, assign costs to each risk, determine probability of said risk, and provide recommendations to reduce or eliminate the risk.
  - Provide a sample risk assessment and quantitative risk register identifying three to five major risks specific to this Project. Be sure to include:
    - Risk magnitude, mitigations and their associated cost and schedule impacts.
    - Assignment of risk responsibility an approach to shared and owner risk pools.
    - Analysis of the risk and its potential impact to cost, quality, schedule, or any opportunity that it may present.



### **3.2. EVALUATION CRITERIA FOR ORAL INTERVIEWS (25 Points Maximum)**

An oral interview will be a mandatory part of the selection process after the Selection Panel for the short list of Proposers.

The structure of the oral interview will be as follows:

- A. Short Presentation (10 Points):** Summarize the Proposal and describe the Contractor's Innovative Ideas and Unique Resources (15 Minutes). The Proposer needs to communicate to the Selection Panel why they should be chosen. What strategies and abilities does the Proposer bring to this CM/GC Project to distinguish them from the other shortlisted candidates? Limit the presentation to the most critical points of the Proposal and focus on what your team can bring to the table and why.
- B. Team Challenge (5 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 15 minutes to prepare a response or solution and 5 minutes to present a formal response or solution to the Selection Panel. This challenge scoring will be determined by the following criteria:
  - Challenge Understanding
  - Recognition of Key Points and Ideas
  - Team Collaboration
  - Communication Skills
  - Creative problem solving and innovation
  - Understanding of Project Goals
- C. Question and Answer Session with the Selection Panel (10 Points):** The questions asked in this session will be the same for each Proposer but follow-up questions to clarify Proposer answers will be allowed. The Proposer will be given 25 minutes to listen/read one question at a time for multiple questions and respond to the Selection Panel.

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

- Project Understanding
- Project Approach
- Project Innovation
- Communication Skills
- Understanding of CM/GC Delivery Method, although CM/GC experience is not required to compete on this project and is not a scored element.



**3.3. EVALUATION CRITERIA FOR CM/GC MANAGEMENT PRICE PERCENTAGE PROPOSAL**  
**(10 Points Possible)**

**A. CM/GC Management Price Percentage – 10 Points**

Proposers shall state their proposal CM/GC Management Price Percentage, carried out to four decimal points (e.g. 0.0000%), which will be applied to all construction packages. The CM/GC Management Price Percentage shall include all profit, general and administrative (“G & A”) costs, regional and home office overhead, and non-reimbursable costs identified in **Appendix C**. The CM/GC Management Price Percentage shall not change regardless of the final, negotiated amount of the CAP for Early Construction and Construction Phases.

The CM/GC Management Price Percentage breakdown shall show the breakdown of all components used in establishing the percentage. The intent of the CM/GC Management Price Percentage is to define the cost and level of effort for the CM/GC to deliver the Project within the CAP. The CM/GC Management Price Percentage shall exclude all Proposer costs for risk related to performance of the construction work. Risk will be priced in accordance with section 1.21 of this RFP.

The CM/GC Management Price Percentage score will be determined by comparing each firm’s CM/GC Management Price Percentage with the lowest CM/GC Management Price Percentage being equivalent to the maximum score of 10 points. To score each price percentage, the Selection Panel will use the following example formula:

Scoring of the CM/GC Management Price Percentage:

Example: Assume the lowest CM/GC Price Percentage proposed of 10%.

FIRM A:	<u>10%</u>	X 10 points = 10 points
	10%	
FIRM B:	<u>10%</u>	X 10 points = 7.69 points
	13%	
FIRM C:	10%	X 10 points = 6.25 points
	16%	

The resulting score will be added to the individual Proposer’s CM/GC Management Price Percentage Proposal Form C-3 that will be included in the submittal.



## APPENDICES

### APPENDIX A: PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX

The following activities of communication, consensus building, project team reviews, conceptual design, data gathering, documentation, and formal public notice should be planned by the appropriate responsible party and coordinated with all team members. The time of their accomplishment will overlap, and parallel paths of activity should be planned to finish 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. A proposal shall be developed by the Contractor which satisfies the requirements of the project development. This plan must be approved by the CM/GC Project Manager before starting the work.

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

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN ENGINEER	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b><u>INITIAL PROJECT SCOPING MEETING (WORKSHOP)</u></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		2	1
I. IDENTIFY DESIGN CRITERIA		1	2
J. DISCUSSION OF POSSIBLE EARLY DELIVERY AND LONG LEAD TIME ITEMS	1		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
L. QUESTION AND ANSWER SESSION	2	2	1
<b>PROGRESS MEETINGS</b>			
A. CDOT/PM, C/PM, CMGC/PM	C	C	C
B. PROJECT MEETING MINUTES		1	2
<p>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:</p> <ul style="list-style-type: none"> <li>• Activities required to be complete since last meeting (Action Items)</li> <li>• Problems and challenges encountered/anticipated and potential solutions</li> <li>• Project Schedule Updates (Design and Construction)</li> <li>• Action Items</li> <li>• Coordination and communication required with: <ul style="list-style-type: none"> <li>▪ Team Members</li> <li>▪ CDOT Specialty Units</li> <li>▪ Other</li> </ul> </li> </ul> <p>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.</p>			

LEGEND: C = COLLABORATIVE RESPONSIBILITY, 1 = PRIMARY RESPONSIBILITY, 2 = SECONDARY RESPONSIBILITY

**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN ENGINEER	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>	NA	NA	NA
The CDOT/PM will obtain and maintain an office within the project area to conduct small group meetings and provide displays/information to the public. This office may have work spaces 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.			

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**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN ENGINEER	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 Engineer, and other outside entities. Design Engineer 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>• Environmental clearances</li> </ul>			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

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**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN ENGINEER	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
• Construction Phasing Plan	1	2	2
• Value Engineering proposals	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		
<b>30% milestone FIR (Field Inspection Review) Preparation</b>			
Coordinate, complete, and compile the plans with inputs from other branches: materials, hydraulics, environmental, traffic, right of way, maintenance, safety, and Staff Bridge, if applicable.		1	2
The 30% milestone plans and specifications shall comply with CDOT requirements and shall include: title sheet, typical sections, general notes, plan/profile sheets, and preliminary		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 FIR (30% milestone)		1	
The plans will be reproduced electronically by CDOT.		2	1
Prepare the Engineer's Estimate for work described in the 30% milestone plans based on estimate quantities.			1
Prepare the 30% preconstruction milestone		1	2
CDOT Form 1048 – Project Scoping Procedures Completion		2	1
<b>Field Inspection Review Meeting</b>			
Review 30% milestone PS&E package and provide written reviews, comments, and redlines.	1		1
Attend the FIR.	C	C	C
Provide post-FIR revisions and memo.		1	
Provide list of all deviations from the standard design criteria and written justification for each.		1	2
Update DBE/ESB and Subcontractor Plan.	1		2
Update Risk Register and Cost Model.	1		2

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**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN ENGINEER	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 Engineer, and other outside entities. Design Engineer 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	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 proposals</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

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**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN ENGINEER	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 reproduced 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

LEGEND: C = COLLABORATIVE RESPONSIBILITY, 1 = PRIMARY RESPONSIBILITY, 2 = SECONDARY RESPONSIBILITY

**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN ENGINEER	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.			

LEGEND: C =COLLABORATIVE RESPONSIBILITY, 1 = PRIMARY RESPONSIBILITY, 2 = SECONDARY RESPONSIBILITY

## APPENDIX B: EVALUATION AND CM/GC MANAGEMENT PRICE PERCENTAGE PROPOSAL FORMS

### PROPOSAL, ORAL INTERVIEW EVALUATION SCORING NOTES:

- i. CDOT has developed a CM/GC Selection Panel Scoring Guide to promote objectivity and transparency. Selection Panel Members are required to read and follow all scoring guidelines.
- ii. 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 Engineering Contracts Officer about this project until the CM/GC Services Contract has been executed.
- iii. Agencies are encouraged to include additional criteria that reflect the unique characteristics of the project under each category to help determine the submitter's overall qualifications.
- iv. Points are to be 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.
- v. Selection Panel scoring values will be only numbers in whole, half, or quarter-number increments (i.e. 2.25, 3.50, 4.00.). Scoring for the Proposal and Oral Interview Criteria form will be based on the following Qualitative Assessment Guidelines, which will be applied to all sections except the CM/GC Management Price Percentage.

Qualitative Assessment Guidelines	
Selection Team members will individually review and score each proposal category according to the criteria set forth in the RFP. Team members will evaluate each category sub-factor listed in this Evaluation Manual and assign those sub-factors a Qualitative Assessment Percentage according to the scoring range listed below:	
<b>Score 5</b>	The Proposer demonstrates a complete understanding of the subject and an approach that significantly exceeds the stated requirements and objectives of this scoring category. The proposal communicates an outstanding level of quality. The Proposer's qualifications are exceptional. Proposal shows no weaknesses or deficiencies for this scoring category.
<b>4</b>	The Proposer demonstrates a strong understanding and has a strong approach to the scoring category. The proposal communicates a high level of quality and the proposal exceeds the stated requirements of the RFP. The proposal shows few weaknesses or deficiencies for this scoring category.
<b>3</b>	The Proposer demonstrates a general understanding of the project and an approach containing some weaknesses/deficiencies regarding the stated requirements and objectives of this project. The proposal communicates an average level of quality and meets the stated requirements of the RFP.
<b>2</b>	The Proposer has demonstrated a below average understanding of this scoring category and their response contains significant weaknesses and deficiencies. The proposal communicates a below-average level of quality. The Proposer's qualifications raise questions about the Proposer's ability to successfully meet the project goals.
<b>1</b>	The Proposer has demonstrated a minimal understanding of this scoring category and their response contains numerous weaknesses and deficiencies. The proposal demonstrates little or no level of quality or value. The Proposer's qualifications raise questions about the Proposer's ability to successfully meet the project goals.

CM/GC MANAGEMENT PRICE PERCENTAGE PROPOSAL EVALUATION SCORING NOTES:

1. Determine score for each firm’s CM/GC Management Price Percentage Proposal. The maximum point total for this section is 10 points.

A. CM/GC Management Price Percentage 10 Points Maximum

- Must include all supporting information required in Section 3.4 and on Form B-3
  - CM/GC Management Price Percentage Scoring information is described in Section 3.4 of this RFP.

TOTAL SCORING EVALUATION SCORING NOTES:

1. The maximum point total for each of three evaluation sections is as follows:

Section:	Score
Proposal	65pts (Scoring Form B-1)
Interview	25pts (Scoring Form B-2)
CM/GC Management Price Percentage Proposal	10pts (Scoring Form B-3)

The score from the qualitative evaluations from all Selection Panel Members will be averaged to produce the total overall score for each Proposer.

2. After the evaluation of the Proposal, the three highest ranked Proposals will be short listed and the corresponding Proposer will be invited to interview and submit a CM/GC Management Price Percentage Proposals to the CDOT Contracting Officer via email.
3. The Proposer with the highest total score in all sections will be recommended by the Selection Panel to CDOT’s Chief Engineer to be selected.

**COLORADO DEPARTMENT OF TRANSPORTATION  
SCORING FORM B-1: PROPOSAL EVALUATION FORM  
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES**

Name of Firm: \_\_\_\_\_

Name of Project: \_\_\_\_\_

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

RFP Reference: Meets Minimum Requirements      YES \_\_\_\_ NO \_\_\_\_

If the minimum requirements (including letter from surety) have not been met, specify the reason(s):  
\_\_\_\_\_

<b>1</b>	<b><u>Project Management Team: 15 Points Maximum</u></b>			
	Average Score – All Evaluators	Weight <sup>1</sup>	Number of Evaluators	Points Earned <sup>2</sup>
	Project Management Team	x <input style="width: 50px;" type="text"/>	x <input style="width: 50px;" type="text"/>	= <input style="width: 50px;" type="text"/>
<b>2</b>	<b><u>Contractor Capability: 20 Points Maximum</u></b>			
	Average Score – All Evaluators	Weight	Number of Evaluators	Points Earned
	Contractor Capability	x <input style="width: 50px;" type="text"/>	x <input style="width: 50px;" type="text"/>	= <input style="width: 50px;" type="text"/>
<b>3</b>	<b><u>Strategic Project Approach: 20 Points Maximum</u></b>			
	Average Score – All Evaluators	Weight	Number of Evaluators	Points Earned
	Strategic Project Approach	x <input style="width: 50px;" type="text"/>	x <input style="width: 50px;" type="text"/>	= <input style="width: 50px;" type="text"/>
<b>4</b>	<b><u>Approach to Risk, Schedule, and Price: 10 Points, Maximum Score of 5, Maximum Post Interview= 15 Maximum Points</u></b>			
	Average Score – All Evaluators	Weight	Number of Evaluators	Points Earned
	Approach to Risk, Schedule, and Price	x <input style="width: 50px;" type="text"/>	x <input style="width: 50px;" type="text"/>	= <input style="width: 50px;" type="text"/>

**TOTAL SCORE: (85 Points Maximum per Evaluator after interview, converted to 120  
Points Maximum per Evaluator pre-interview): \_\_\_\_\_**

<sup>1</sup> Total points for this section are converted to equal 100 points – pre-interview. Post-interview, total points are converted back to total 65 points.

<sup>2</sup> Total Points earned will calculate to more than maximum points due to the number of evaluators and due to the average score.

**COLORADO DEPARTMENT OF TRANSPORTATION  
 SCORING FORM B-2: ORAL INTERVIEWS EVALUATION FORM  
 CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES**

Name of Firm: \_\_\_\_\_  
 Name of Project: \_\_\_\_\_  
 Date: \_\_\_\_\_

**Oral Interview Section: 25 Points Maximum, plus a Maximum Score of 5,  
 = 30 Maximum Points per Evaluator**

Oral Interview Scoring Criteria	Average Score – All Evaluators	x	Weight	X	Number of Evaluators	=	Points Earned
Presentation Session	<input type="text"/>	x	<input type="text" value=".10"/>	X	<input type="text"/>	=	<input type="text"/>
Team Challenge	<input type="text"/>	x	<input type="text" value=".05"/>	X	<input type="text"/>	=	<input type="text"/>
Questions and Answer Session	<input type="text"/>	x	<input type="text" value=".10"/>	X	<input type="text"/>	=	<input type="text"/>

**TOTAL SCORE: (30 Points Maximum per Evaluator): \_\_\_\_\_**



## APPENDIX C: CONSTRUCTION GENERAL CONDITIONS

	<b>Costs NOT TO BE included in CM/GC Management Price Percentage</b>	<b>Costs TO BE included in CM/GC Management Price Percentage</b>
<b>Item</b>	<b>Costs for the categories below will be negotiated and included in the direct “Cost of the Work”</b>	<b>Other indirect and non-reimbursable costs to be included in the CM/GC price percentage are listed below</b>
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 QualityControl	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 shipping/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.	
E.19	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: CDOT PUBLIC INFORMATION SPECIFICATIONS

### REVISION OF SECTION 626 PUBLIC INFORMATION SERVICES (TIER 4)

Section 626 of the Standard Specifications is hereby revised for this project to include the following:

#### DESCRIPTION

This work consists of providing Public Information Management throughout the duration of the project. The contractor shall submit the Public Information Management deliverables to the Project Engineer for approval. Prior to approval by the Engineer, the Region Communications Manager (RCM) will also review deliverables.

#### CONSTRUCTION REQUIREMENTS

- (a) *Public Information Manager (PIM)*. The Contractor shall designate a full-time PIM who shall be responsible for all activities associated with Public Information Management for this project. The PIM shall be on the list of key project staff submitted prior to the Pre-construction Conference. Within ten days following the date of the Notice to Proceed, the Contractor shall submit the name, contact information, and qualifications of the PIM and the designated representative for approval by the Engineer. The RCM will also review the PIM's and designated representative's credentials. The PIM shall have a minimum of five years of professional experience in public/media relations, marketing, or other related field and good verbal and written communication skills. Administrative/business office experience is not considered experience in a related field.
- (b) *Activities of the PIM*. From the Notice to Proceed through the Final Acceptance of the project, the PIM shall be responsible for the following:
  - (1) *Project Onboarding Checklist*. The PIM or designated representative shall complete and update the Project Onboarding Checklist (<https://form.jotform.com/71167524405150>) on a monthly basis or as requested by the Engineer. The checklist will assist the PIM and CDOT with tracking required activities and deliverables.
  - (2) *On-Call*. The PIM shall be available or on-call each day there is work on the project and shall be available upon the Engineer's request outside of normal working hours.
  - (3) *Public Information Office*. The Contractor shall establish a public information office equipped with a telephone, a local telephone number with voicemail, a computer, and an email address. The public information office may be located within the project office, off-site, or within the PIM's office. The telephone line will be the Project Hotline and shall be included on the Project Information signs. The voicemail greeting shall be updated at least weekly. The greeting will include the project's completion date, forthcoming activities for the update period, and allow the caller to leave a voice message. The PIM shall answer calls, check voicemail and email messages, and respond to messages throughout each day that construction operations are in effect. The PIM, and when necessary the Engineer, shall respond to all inquiries with a phone call, a voice message, or an email within one work day. The PIM shall document the name, contact information, either a phone number or email address, and the action taken. Within two days of receiving the message, the PIM or designated representative shall enter message details and follow-up action into Dialog.
  - (4) *Lane Closure Reporting*.
    - (i) *Dialog Project Account*. At the Pre-construction Conference, the PIM shall submit a "Request for Dialog Account" to the Engineer. The Engineer will provide the Contractor a login and password for the Dialog Customer Service Program and the Lane Closures and Updates Program. At least once per week, the PIM or designated representative shall be responsible for entering project information into the Dialog Project Account.
    - (ii) *Weekly Lane Closures*. The PIM shall enter the planned weekly lane closures and updates into the Dialog Program by Thursday at 12:00 P.M. for the upcoming Sunday through Saturday. The information will be included on the website, [www.cotrip.org](http://www.cotrip.org), and a media report. The PIM or designated representative shall

notify the Engineer and the RCM one week in advance of all planned “no work” periods. The Engineer will approve the Lane Closure and Updates by each Friday at 3:00 P.M.. Each Monday by 12:00 P.M., the PIM shall review [www.cotrip.org](http://www.cotrip.org) and verify that the lane closure and update information is accurate. If corrections are necessary, the PIM shall coordinate those corrections to [www.cotrip.org](http://www.cotrip.org) with the Engineer.

(iii) *Real-Time Lane Closure Changes.* The PIM or designated representative shall notify the Engineer at least 24 hours in advance for changes to an approved Lane Closure. The Engineer will notify the PIM when the Dialog Program record is available for changes. After changes are made, the PIM shall notify the Engineer that the changes are ready for review and approval.

(5) *Public Information Collateral.* The PIM shall develop a variety of Public Information Collateral to share project information with the public as necessary for major project milestones such as long-term closures or impactful construction activities. Collateral includes the following:

(i) *Photographs and Video Recordings.* The PIM shall take photographs and video recordings on regular intervals and submit them to the Engineer and the Region Communications Manager. A cell phone camera is permitted. Photographs and video recordings may capture traffic control, paving, slope repair, erosion control, bridge deck, and rail work activities. Photographs and video recordings may also include other key areas of work as identified by the Contractor or the Engineer and will be used in Public Information Collateral. The Contractor shall submit a minimum of two digital photographs or video recordings each month to the Engineer. Each photograph and video recording shall include project number, project code, date, time, location and station or milepost, and name of person taking the picture or video recording.

(ii) *Web Page Updates.* The PIM shall work with CDOT to develop the latest project information for the internet web page content. The PIM shall supply information for the web page using the CDOT web page template. When applicable, the updates shall contain all appropriate web page links to and from other sites. The PIM shall provide updated information at least weekly. CDOT will update the web page.

(i) *Media Relations.* The PIM shall develop media releases using the CDOT template and shall include detour maps or other visual aids. The PIM shall develop media releases based on major construction milestones such as project start, lane shifts, a traffic switch, closures, and on other occasions as directed by CDOT. At least 14 days prior to the construction milestone, the PIM shall submit a draft to the Engineer for approval. The Engineer’s review will not exceed seven days. The media release shall be approved by the Engineer before distribution. CDOT will distribute media releases.

At least 14 days prior to the start of work, the PIM shall submit for approval by the Engineer a media release summarizing the project scope, construction phasing, potential construction activities that impact traffic, the project end date, and a summary of project benefits.

CDOT will address all media inquiries and media requests. The PIM or designated representative shall immediately notify the Engineer of any on-site situations involving the media. When the media contacts the PIM or Contractor staff, the PIM shall provide the RCM’s contact information.

(c) *Response Protocol to CDOT and the Public.* The PIM shall follow Table 626-1 in responding to correspondence from stakeholders and the public:

**Table 626-1 - RESPONSE PROTOCOL**

TYPE OF COMMUNICATION	TIMING OF RESPONSE
Project Hotline calls and voice messages	Answer calls and check messages throughout each work day. Respond the same day or within 24 hours. Enter details into Dialog within two days.
Email messages	Respond the same day. For high volume situations, respond within two

	work days. Enter details into Dialog within two days.
Calls from CDOT Staff	Respond as soon as possible, and within 24 hours.
Web page Inquiries	Respond the same day. For high volume situations, respond within two work days.

- (d) *Deliverable Protocol*. The PIM shall conform to the Project Onboarding Checklist or Region Public Information Management Communication Checklist available from the Engineer and RCM.
- (e) *Public Information Contact Sheet*. A Public Information Contact Sheet with the names and contact information of the individuals listed shall be completed and updated by the PIM.

<b>Public Information Management Contact Sheet</b>	
<u>CDOT Resident Engineer</u>	
Name:	<b>Bryce Reeves</b>
Address:	<b>10601 W. 10<sup>th</sup> Street Greeley, CO 80634</b>
Phone:	<b>970-350-2126</b>
Email:	<b>Bryce.reeves@state.co.us</b>
<u>CDOT Region Communications Manager</u>	
Name:	<b>Jared Fiel</b>
Address:	<b>10601 W. 10<sup>th</sup> St. Greeley, CO 80634</b>
Phone:	<b>(970) 302-2846 (cell) (970) 350-2217 (office)</b>
Email:	<b>Jared.fiel@state.co.us</b>
<u>CDOT Website Administrator</u>	
Name:	Felicia Michael
Phone:	(303) 757-9361
Email:	felicia.michael@state.co.us
<u>CDOT Dialog Administrator</u>	
Name:	Tina Littleton
Phone:	(303) 512-4066
Email:	<a href="mailto:tina.littleton@state.co.us">tina.littleton@state.co.us</a>

<u>CDOT Colorado Traffic Management Center (24-hours/day)</u>	
Address:	425 –C Corporate Circle Golden, Colorado 80401
Phone:	(303) 512–5830 or 800-353-6604
Fax:	(303) 274-9394

*Stakeholder List.* The PIM shall submit a Stakeholder List as part of the PIP. The PIM shall include name, telephone number, email, and notes on communication needs for the project and project impacts.

**Cheyenne County**

County Sheriff’s Office  
County Road and Bridge  
County PIO

**Lincoln County**

County Sheriff’s Office  
County Road and Bridge  
County PIO

**Key Stakeholders (as appropriate)**

Schools/School District  
Utility Owners

**METHOD OF MEASUREMENT**

Public Information Management will be measured as the actual number of days work is performed between project Notice to Proceed and Final Acceptance. Failure to provide acceptable Public Information Management will result in withholding of payment for this item.

**BASIS OF PAYMENT**

Payment will be made under:

<b>Pay Item</b>	<b>Pay Unit</b>
Public Information Management (Tier IV)	Day

Payment for Public Information Management will be full compensation for all work, materials and equipment to provide public information throughout the project in accordance with this specification.