

# **Request for Proposals**

## **Construction Manager (CM) Services with Potential for General Contractor (GC) Services**

### **ADA CURB REPLACEMENT PROJECT**

**PROJECT NUMBER: CO 1211-097**

**PROJECT LOCATION: Region 1**

**PROJECT CODE: 23345**

*October 29, 2019*

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

**TABLE OF CONTENTS**

Contents

<b>TABLE OF CONTENTS.....</b>	<b>2</b>
<b>SECTION 1 – SCOPE OF WORK AND PROJECT INFORMATION .....</b>	<b>44</b>
<b>1.1. SCOPE OF THIS RFP FOR CM SERVICES WITH POTENTIAL FOR GC SERVICES .....</b>	<b>44</b>
<b>1.2. CMGC PROJECT GOALS .....</b>	<b>88</b>
<b>1.3. PROJECT DESCRIPTION/SCOPE OF WORK .....</b>	<b>88</b>
<b>1.4. PROJECT FUNDING .....</b>	<b>1010</b>
<b>1.5. PROJECT DURATION .....</b>	<b>1010</b>
<b>1.6. PROJECT ADMINISTRATION.....</b>	<b>1010</b>
<b>1.7. PROJECT COORDINATION.....</b>	<b>1111</b>
<b>1.8. FIXED LIMIT OF CONSTRUCTION COST .....</b>	<b>1212</b>
<b>1.9. PROJECT CONSTRUCTION SCHEDULE.....</b>	<b>1212</b>
<b>1.10. PRELIMINARY DOCUMENTS AND DRAWINGS.....</b>	<b>1313</b>
<b>1.11. SPECIFICATIONS.....</b>	<b>1313</b>
<b>1.12. OWNERSHIP OF THE DOCUMENTS .....</b>	<b>1313</b>
<b>1.13. REQUIRED PERCENTAGE OF WORK SELF-PERFORMED BY CM and GC ....</b>	<b>1313</b>
<b>1.14. PROJECT COMPUTER SOFTWARE REQUIREMENTS .....</b>	<b>1313</b>
<b>1.15. REQUIRED AVAILABILITY OF KEY PERSONNEL .....</b>	<b>1414</b>
<b>1.16. ORGANIZATIONAL CONFLICTS AND INELIGIBLE FIRMS .....</b>	<b>1414</b>
<b>1.17. APPLICABLE FEDERAL AND STATE REGULATIONS.....</b>	<b>1515</b>
<b>1.18. NONDISCRIMINATION.....</b>	<b>1515</b>
<b>1.19. DISADVANTAGED BUSINESS ENTERPRISE (“DBE”) PROGRAM REQUIREMENTS.....</b>	<b>1515</b>
<b>1.20. COMPENSATION FOR CM PRECONSTRUCTION SERVICES .....</b>	<b>1515</b>
<b>1.21. EXPLANATION OF CONSTRUCTION AGREED PRICE (“CAP”).....</b>	<b>1515</b>
<b>1.22. PUBLIC INFORMATION .....</b>	<b>1616</b>
<b>SECTION 2 – CM PROPOSAL REQUIREMENTS AND INSTRUCTIONS.....</b>	<b>1818</b>
<b>2.1. PROPOSAL GENERAL INFORMATION.....</b>	<b>1818</b>
<b>2.2. MINIMUM PROPOSAL REQUIREMENTS .....</b>	<b>20</b>
<b>2.3. KEY EVENTS SCHEDULE AND RFP DATES .....</b>	<b>20</b>
<b>2.4. OPTIONAL PRE-PROPOSAL MEETING .....</b>	<b>2222</b>
<b>2.5. QUESTIONS AND CHANGES TO THE RFP .....</b>	<b>2222</b>
<b>2.6. CONTRACTOR PROTEST RULES .....</b>	<b>2222</b>
<b>2.7. AWARD OF CONTRACT .....</b>	<b>2323</b>
<b>2.8. PROPOSAL SUBMITTAL – STEP 1 .....</b>	<b>2323</b>
<b>2.9. ORAL INTERVIEWS – STEP 2 .....</b>	<b>2424</b>
<b>2.10. SEALED GC MANAGEMENT PRICE PERCENTAGE - STEP 3 .....</b>	<b>2525</b>
<b>2.11. SEALED GC Management Price Percentage Proposal Format:.....</b>	<b>2525</b>
<b>SECTION 3 – PROPOSAL CONTENT AND EVALUATION CRITERIA .....</b>	<b>2626</b>
<b>3.1. EVALUATION CRITERIA FOR PROPOSALS (80 Points Possible) .....</b>	<b>2626</b>
<b>3.2. EVALUATION CRITERIA FOR ORAL INTERVIEWS (15 Points Possible).....</b>	<b>3232</b>



**3.3. EVALUATION CRITERIA FOR GC MANAGEMENT PRICE PERCENTAGE**

<b>PROPOSAL (5 Points Possible)</b> .....	<b><u>3434</u></b>
<b>APPENDICES</b> .....	<b><u>3535</u></b>
<b>APPENDIX A: PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX</b> .....	<b><u>3535</u></b>
<b>APPENDIX B: EVALUATION AND GC MANAGEMENT PRICE PERCENTAGE PROPOSAL FORMS</b> .....	<b><u>4343</u></b>
<b>APPENDIX C: CONSTRUCTION GENERAL CONDITIONS</b> .....	<b><u>4848</u></b>
<b>APPENDIX D: CDOT PUBLIC INFORMATION SPECIFICATIONS</b> .....	<b><u>4949</u></b>
<b>APPENDIX E: CDOT ANTI-COLLUSION AFFIDAVIT FORM 606</b> .....	<b>57</b>

## SECTION 1 – SCOPE OF WORK AND PROJECT INFORMATION

### 1.1. SCOPE OF THIS RFP FOR CM SERVICES WITH POTENTIAL FOR GC SERVICES

The Colorado Department of Transportation (“CDOT”) is soliciting Construction Management services for an Americans with Disabilities Act (“ADA”) Curb Ramp Replacement Project (the “Project”). The Project is anticipated to include improvements to the following corridors:

- Route 026B (W. Alameda Ave) from MP 11.1 to MP 14.2, approximately from the intersection of S. Kalamath St. to Sheridan Blvd in Denver.
- Route 030A (Havana St./6th Ave. Trail) from MP 4.53 to MP 9.08, approximately from the intersection of E. Iliff Ave. to E. Del Mar Cir.
- Route 040C (W Colfax Ave) from MP 286.4 to MP 287.8, approximately from the intersection of C470 to I-70.
- Route 040C (Colfax Ave) from MP 301.6 to MP 310.2, approximately from the intersection of Colorado Blvd to Tower Rd
- Route 072A from MP 0.0 to MP 5.1, approximately from the intersection of W. 44th Ave to W. 75th Ave.
- Route 083A (S Parker Rd.) from MP 66.56 to MP 73.08, approximately from the intersection of E. Orchard Rd. to E. Jewel Ave.
- Route 088A (S Federal Blvd) from MP 0.0 to MP 1.85, approximately from the intersection of W. 6th Ave to W. Colfax Ave.
- Route 128B (W 120th Ave) from MP 12.2.0 to MP 14.2, approximately from the intersection of W. Federal Blvd to I-25
- Route 391A (Kipling St) from MP 5.1 to MP 9.7, approximately from the intersection of W. 6th Ave to I-70
- Route 121A (Wadsworth Blvd) from MP 0.548 to MP 26.1, approximately from the intersection of W. 6th Ave to I-70
- Other locations for Curb Ramp ADA compliant improvements may be added during the design phase depending on availability of design, but it is CDOT’s intent to complete as many ADA compliant ramps as possible in the above identified corridors with available funding.

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 enter into a General Contractor (GC) contract with CDOT to fulfill the Projects’ construction phase. However, the GC contract award to the successful CM proposer is not guaranteed and is dependent on a successful Construction Agreed Price (“CAP”) negotiation and agreement 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 for CM services 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 modifications to 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 the Design Consultant (selected by CDOT) and CDOT as a member of the integrated design team. The CM will 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.
- Calculating quantities for verification purposes of construction packages, independent from the Design Consultant.
- Providing constructability input on all facets of the Project including, but not limited to:
  - Ramp Layouts
  - Required Level of Design and Survey
  - Roadway appurtenances and Impact to Ramp Replacement
  - Utility Impacts
  - Pedestrian and Vehicular Traffic Control
  - Access Issues and Construction Phasing
  - ROW Impacts
  - Landscaping Impacts and Mitigation
  - Appropriate Quality Level required for Subsurface Utility Engineering based on the work required at each location.

**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. This may include:
  - Evaluating means and method of various construction techniques that may influence design solutions with considerations of cost and schedule impacts.
  - Evaluating ramp alternatives during design in consideration of impacts to ROW, utilities and other potential risks that could impact cost or schedule during construction.

Tasks at Milestones

- 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 Cost (“OPCC”) at 30%, 60% and 90% milestones for each construction package. Additional OPCCs may be required at the request of the CDOT PM if: package complexity indicates an added benefit, 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 Design Consultant, the Independent Cost Estimator (“ICE”) and CDOT. This may include verification of means of methods between CDOT, Design Consultant 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 time items (“LLTP”).

**C. Schedule:**

- Prepare 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.
- Provide a resource loaded, critical path method, construction schedule at 30%, 60% and 90% OPCC milestones, as well as for all CAP proposals.

**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:**

- Participate in the Project Scoping Workshop, Project Milestone Meetings, and CAP negotiations (LLTP and Construction), and any other meetings throughout preconstruction.
- The Project Scoping Workshop, which will be led by CDOT, will cover at a minimum the following items:
  - Introduction to the Project, CM overview, partnering sessions, Project stakeholder engagement, roles and responsibilities identification.
  - Team will review Project status, goals, objectives, funding, preliminary preconstruction schedule, current design etc.
- The CM should be prepared to participate in Project progress meetings during both the design phase and the construction phase to analyze how Project progress is aligning and tracking with Project goals. Items of focus include priorities, commitments, approach, scope, schedule, and cost reasonableness.

**F. Deliverables:**

- The CM will develop and produce the following reports and deliverables:
  - Subcontractor Selection Plan

- Quality Control Plan
- Traffic and Pedestrian Control Plan
- Worker and Public Safety Plan
- Risk Management Plan
- Innovation Tracking and Performance Report
- Procurement Review Report for each LLTP CAP if required.
- Provide monthly invoices and project 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.
- The CM will work with CDOT to develop the Stormwater Management Plan during preconstruction. If a CAP is successfully negotiated, the GC will be responsible for obtaining the CDPHE permit prior to construction.
- If negotiations between CDOT and CM for a final construction price (see Section 2.1) and the schedule are not successful, CDOT reserves the right to place the Project construction for open bid. 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. CMGC PROJECT GOALS

- A. Bring existing sub-standard Curb Ramps into compliance with CDOT Standards and Public Rights-of-Way Accessibility Guidelines (“PROWAG”).
- B. Build a safe system that best meets the accessibility needs of pedestrians and other stakeholders by installing ADA Curb ramps in an optimal configuration considering the unique challenges present at each individual ramp location.
- C. Install new Curb Ramps in locations without an existing ramp identified in the CDOT Curb Ramp database or during the design process.
- D. Document work done and report compliance of new curb ramps to CDOT.
- E. Remove Ramps that are not required or configured in is a sub-optimal configuration.
- F. Provide a quality product that minimizes life cycle maintenance requirements.
- G. Commit to the CMGC process.

## 1.3. PROJECT DESCRIPTION/SCOPE OF WORK

### A. Project Background

In 2017, CDOT embarked on an \$85M effort to bring all statewide curb ramps into alignment with the ADA and PROWAG standards over the next five years. With more than 20,000 curb ramps statewide, CDOT is taking a “worst first” approach to upgrading curb ramps and addressing deficiencies. This approach has been reviewed and vetted by the Colorado Advisory Council for Persons with Disabilities, which provided a letter of support for CDOT's program.

**Lead and Supporting Agencies:** CDOT is the lead agency for the project.

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

Agency/Stakeholder	Role or Involvement
Various Local Agencies	<ul style="list-style-type: none"> <li>• Floodplain Permitting</li> <li>• Property owner for various parcels throughout the project</li> </ul>
Colorado State Historic Preservation Office	<ul style="list-style-type: none"> <li>• Plan review for Historic Preservation compliance.</li> </ul>
Other Stakeholders	Role or Involvement
Private Property Owners	Row Impacts
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 include but are not limited to: Curb Ramp, Curb & Gutter (“C&G”) and Sidewalk, Vehicular and Pedestrian Traffic Control, Asphalt Patching and/or tie-ins to existing Concrete Pavement, and minor landscaping.

**Major Project Risks:**

- Schedule – Some work sites may require prolonged construction durations due to permitting, ROW, season and environmental constraints.
- Phasing/Maintenance of Traffic (“MOT”) – minimizing impacts to the traveling public.
- ROW Impacts and Acquisitions – CDOT currently has process to expedite ROW acquisitions required for ADA Curb Ramp projects which have no Federal Funding. However, it must be considered when developing the Critical Path.
- Maintaining business access.
- Obtaining Historic Clearance for the pre-construction phase has been time consuming, and should be considered when developing the Critical Path.
- Coordination with Local Agencies to identify required permits and to schedule work around any major events (i.e. Races, Parades, etc.) that may be scheduled to take place in the corridor.
- Local Agency Coordination to phase work to accommodate pedestrian movements.
- Scope increases and potential schedule changes caused by work items being added to the project due to degraded infrastructure adjacent to Curb Ramp and C&G/Sidewalk replacement limits
- Ensuring Proper drainage leading into and away from the new Curb Ramp
- It is anticipated that the majority of the Work in this project will not trigger Sub-Surface Utility Engineering requirements of Colorado Revised Statue 9-1.5-103, though it may occur in selected locations depending on unique nature of the site.

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

- Design: preliminary activities have been conducted to advance critical project elements and define potential environmental and ROW impacts. Design in most areas will remain flexible to accommodate input from the Contractor in the pre-construction phase.
- Environmental: CDOT is preparing environmental documentation to support clearance under the National Environmental Policy Act. Impacts are anticipated to sites eligible for the National Register of Historic Places, recreation sites, and privately and publicly owned lands. However, no significant impacts are anticipated. CDOT anticipates that a Documented Categorical Exclusion will be prepared by CDOT.
  - Permitting and Certifications:
    - It is anticipated that CDOT will obtain a Section 404 Permit, Senate Bill 40 Certification, Floodplain Development Permit, and Section 401 Water Quality Certification.
    - If CDOT and the CM negotiate and agreed to a CAP for GC services, the GC shall comply with CDOT Standard Specification 107.

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

The latest CDOT Region 1 Lane Closure Strategy, available at [https://www.codot.gov/library/traffic/work-zone-safety-and-work-zone-traffic-operations/lane-closure-strategies/R1\\_Lane\\_Closure\\_Report.pdf/view](https://www.codot.gov/library/traffic/work-zone-safety-and-work-zone-traffic-operations/lane-closure-strategies/R1_Lane_Closure_Report.pdf/view) outlines lane closure restrictions and contains information regarding average annual daily traffic for highway segments for both Spring/Summer and Fall/Winter periods. The CM may propose changes to the Lane Closure Strategy, should the changes be needed for constructability or provide a mutual benefit to the project and traveling public. The process to request a change to the current restrictions is outlined in the CDOT Region 1 Lane Closure Strategy, location noted above.

Detours shall be established by the CM and must provide access to all routes, residents, and businesses at all times.

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

- All work must be maintained within existing or proposed CDOT ROW.
- The appropriate Quality Level required for Subsurface Utility Engineering. For the Work performed pursuant to this RFP, Quality Levels shall be defined per The American Society of Civil Engineers' (ASCE) *Standard Guideline for the Collection and Depiction of Existing Subsurface Utility Data*.

### **Coordination and Communication:**

The Contractor must closely coordinate with adjacent projects.

## **1.4. PROJECT FUNDING**

This project is fully funded by the State of Colorado.

## **1.5. PROJECT DURATION**

The time period for work described in the CM, preconstruction scope is approximately two years.

## **1.6. PROJECT ADMINISTRATION**

The Contract Administrator for this Project is:

Roberta Lopez  
2829 W Howard Place  
Denver, CO 80204  
W: 303-757-9296  
roberta.s.lopez@state.co.us

CDOT Project Manager and Primary Point of Contact:

Ryan Sorensen  
Project Manager  
4670 Holly Street.  
Denver CO, CO 80216  
W: 303-398-6745  
Ryan.Sorensen@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 PM, the Design Consultant Project Manager (“DC PM”), 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.B, the CM shall partner with the Design Consultant and the CDOT Project Management Team (identified below) as part of the design team. The CDOT Project Management Team shall be included in all coordination.

The following groups will be Project partners and will require coordination with the CM:

- Executive Oversight Committee
- CDOT Region 1 Project Management Team:
  - CDOT Project Manager – Matthew Fink, PE
  - CDOT Project Engineer – Andrea Hebard
  - CDOT Resident Engineer – Ryan Sorensen, PE
- CDOT Region 1 Specialty Groups
  - Region 1 Materials
  - Region 1 Traffic
  - Region 1 Hydrology and Hydraulics
  - Region 1 Survey
  - Region 1 Environmental
  - Region 1 Right-of-Way
  - Division of Transportation Development – Bike and Pedestrian Engineer
- Selected Project Design Consultant and any Sub-consultants
- Independent Cost Estimator /CDOT Engineering Estimates and Market Analysis (“EEMA”) Group

- CDOT Maintenance Forces
- Regional Civil Rights Manager
- Colorado Department of Public Health and Environment (“CDPHE”)

## 1.8. FIXED LIMIT OF CONSTRUCTION COST

The Fixed Limit of Construction Cost is the 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 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 Consultant.

The 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 \$8.2M.

## 1.9. PROJECT CONSTRUCTION SCHEDULE

Project milestones are shown below:

- Potential Early Package: Anticipated Notice to Proceed – Spring 2020. Construction packages may include work elements that have fewer potential risks or restrictions to ROW, Floodplain, or the environment that can accelerate the Project schedule through an early start.
- Notable construction constraints to be considered in development of the Critical Path Schedule:
  - Right-of-Way Acquisition
    - Permits required for permanent and temporary easements from landowners
  - Historic Clearances
  - Floodplain Permitting
  - Utility Relocation
    - Minor Relocations/Modifications required to comply with CDOT Standards and PROWAG Guidelines regarding utilities and accessibility
  - Resource availability due to other major regional projects.

Upon award of this contract, the CM will create a construction schedule. The CM may elect to use Microsoft Project or Primavera at their discretion 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 GM shall submit schedule updates:

- monthly
- after any significant change to the Project
- otherwise as directed by CDOT

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

All reference documents below are available using the following download link: [Region 1 ADA Curb Ramps](#)

- Geometric Data of individual ramps

Additional Information can also be found at the following links:

- Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way - [PROWAG](#)
- CDOT Standard Plans - [CDOT Standard Drawings M-608-1 Curb Ramps](#)
- CDOT Bicycle and Pedestrian Program - [CDOT Bicycle and Pedestrian Program](#)
- CDOT ADA Resources for Engineers - [ADA Resources for Engineers](#)
- As-Built Inspection Forms - [Inspection Forms](#)

## **1.11. SPECIFICATIONS**

The 2019 Standard Specifications for Road and Bridge Construction controls construction of this Project. The Project team will develop the project special and standard special provisions that will take precedence over the Standard Specifications and plans.

## **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 and GC**

The Proposer must self-perform the preconstruction CM services, work valued at not less than **75%** of the total work - excluding specialized services, with its own staff, not through sub-contractors.

For any awarded GC construction services, the GC must self-perform work valued at not less than **30%** of the total construction work by its own staff, not through subcontractors, excluding specialized services where sub-contractors may perform work.

Specialized services are those services or items that are not usually furnished by the CM or GC performing the services described in this RFP.

## **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 advertisement of this Contract. It is anticipated that the version will not need to be upgraded for the duration of the Project.

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:**

MicroStation and InRoads (latest version)

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

Listed Key Personnel in the Composition and Commitment of the Key Personnel 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.

Modifications to the Proposer's Team or Key Individuals and other personnel listed in the Proposer's Key Personnel shall require CDOT written approval. If a Key Personnel is to leave the team, the CM must provide resumes for a minimum of three replacement candidates to the CDOT PM for CDOT's review and selection; CDOT reserves the right to interview the replacement candidate(s) if necessary.

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
- c) a statement of how the desired change will meet the required qualifications for the position/responsibility.

No such modification shall 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, 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**

Due to this project being funded by state funds only, the DBE Program and OJT Program do not apply to this project.

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

The selected Proposer will be paid a total lump sum amount of \$120K for CM services during the Preconstruction Phase. Monthly payments will be paid per invoice as work progresses based on percent of preconstruction completion as agreed upon by 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 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 CM 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 to 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 that includes, but it 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 to, and accepted a GC CAP the CM shall submit the negotiated GC CAP via the Electronic Bid Submittals (“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 to 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 advertisement. The CM services contractor will not be 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 GC 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**

The CM 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 and others during both the CM services contract and the GC services contract.

This Project’s public information services shall be delivered by the PIM in accordance with the CDOT Public Information Specifications provided in **Appendix D**. CDOT will be primarily responsible for Public Information from design through Notice to Proceed for the construction package(s). The GC will be primarily responsible for Public Information once the construction package(s) commence through the



duration of construction. This work consists of providing regular and continuous communications services throughout the duration of the Project by the GM including community and stakeholder outreach as well as media support.

## SECTION 2 – CM PROPOSAL REQUIREMENTS AND INSTRUCTIONS

### 2.1. PROPOSAL GENERAL INFORMATION

This RFP for CM services with a potential for GC services includes an evaluation of Proposals and an interview, both by the same Selection Panel. CDOT intends to interview three (3) Proposers. At the interview, Proposers will be required to submit a GC Management Price Percentage Proposal.

Contractors interested in submitting Proposal packages in response to this RFP are requested to submit one package that is inclusive of pre-construction CM services, with the potential of performing as GC (if CDOT and the Successful Proposer successfully negotiate and accept 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 1.17**.
- 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 non-responsive 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 GC Management Price Percentage Proposals components as defined in **Section 3.2** and **Section 3.4**. 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 and risk.

All submittals will become the property of CDOT, will not be returned, and will be disposed of according to Department policies. The concepts and ideas in the information contained in the Proposal, including any proprietary, trade secret, or confidential information (exclusive of any patented concepts or trademarks) submitted by all Proposers, shall also become the property of CDOT.

- 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. Demonstrated an aggregate bonding capability up to \$8.2M 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 the Project for at least \$8.2M in aggregate in addition to its current and anticipated bond commitment workload. 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.
- B. Provided CDOT with evidence of insurability that meets the requirements of Subsection 107.15 of the 2019 Standard Specifications for Road and Bridge Construction. The Contractor or Joint Venture is not required to provide Professional Liability insurance certificates.
- C. Been pre-qualified with the CDOT Contracts and Market Analysis Branch at the \$5 to \$10M level and satisfied 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 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.
- D. Met all of the Proposal Submittal requirements of Section 2.8.
- E. Provided CDOT with a signed Anti-Collusion Affidavit, CDOT form #606 with the initial proposal materials.
- F. Met all bidding requirements as defined in Rules Governing Construction Bidding for CDOT Public Projects - 2 CCR 601-10

[Rules Governing Construction Bidding 2-CCR-601-10](#)

## 2.3. KEY EVENTS SCHEDULE AND RFP DATES

Proposers are required to meet the dates 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.

Public Notice Phase	Date	Time
Advertisement/ Notification of Request for Letters of Interest	Tuesday, September 27, 2019	
Submittal of Letters of Interest	Wednesday, October 11, 2019	
One-on-One Briefings	*As Requested	
First Advertisement of RFP	Tuesday, October 29, 2019	
<del>Mandatory</del> <u>Optional</u> Pre-Proposal Meeting	Tuesday, November <del>12</del> <u>26</u> , 2019	<del>1:00 p.m.</del> <u>9:00 a.m.</u>
Final RFP Questions or Comments Due	Tuesday, November 19, 2019	Noon

Short List Phase	Date	Time
Submittal of Proposal	Friday, December 10, 2019	5:00 p.m.
Short Listing Selection Panel Meeting	Tuesday, January 7, 2020	
Short List Approval	Wednesday, January 8, 2020	
Notification of Short List Candidates	Monday, January 13, 2020	

Selection Phase	Date	Time
Selection Panel Meetings (Interviews)	Monday, January 27, 2020	
CMGC Management Price Percentage Proposals Submitted	Monday, January 27, 2020	
Chief Engineer Selection Approval	Wednesday, January 29, 2020	
Contractor Notification	Thursday, January 30, 2020	
Contract Execution/NTP	Tuesday, March 3, 2020	

## 2.4. OPTIONAL PRE-PROPOSAL MEETING

An optional pre-proposal meeting will be held as per **Section 2.3** at CDOT Region 1 Holly Office, 4670 Holly Street, Denver, CO 80216, at 9:00 a.m. on Tuesday, November 26, 2019. This meeting will introduce all proposers to the CMGC 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 two hours 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 to all Proposers on the CDOT webpage.
- 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 above. 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 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 will be posted on the Project advertisement site in Q & A form.
- D. Proposers shall not rely on oral or written instructions, 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 of a contract may protest to the Chief Engineer. The protest shall be submitted within seven working days after the aggrieved person knows or should have known of facts giving rise to the protest. A protest shall not stay the procurement.

The Chief Engineer or designee shall have the authority to settle and resolve a protest of a Contractor, actual or prospective, concerning the solicitation or award of a contract. A written decision regarding the protest shall be rendered within seven working days after the protest is filed. The decision shall be based on and limited to a review of only those issues raised by the aggrieved Contractor, and will set forth each factor 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 an evaluation on the Proposers submitted Proposal packages based on criteria in **Section 3.1**.

Numerical Ranking and selection of the most qualified Proposers is detailed in **Section 3**.

Award 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. If CDOT and the successful CM Proposer successfully negotiates, agrees to, and accepts a GC CAP, all parties will execute a CDOT drafted GC Construction 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 CM Contractor will competitively procure and award 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. **(Please note that the primary focus of this evaluation will be the firm(s)’s technical capabilities).**

Deliver **six (6)** hard copies along with two (2) flash drives each with electronic copies, in .PDF format, of all of the documents the Proposer submitted in hard copy in response to this RFP, to the Colorado Department of Transportation Contracting Officer Roberta Lopez, 2829 West Howard Place, Denver, CO, 80204, by the date and time listed in section 2.3.

### A. Proposal Format:

- Submittals shall be formatted and tabbed 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 tab(s).
- All submittals shall use minimum 1” margins with font size of 11 Times New Roman and minimum font size of 10 Time New Roman on charts, graphs, and figures.
- A “page” will be defined as one side of a printed page. Any physical pages with print on two sides will be counted as two “pages”
- Cover or Introductory Letter (1-page limit - 8-1/2 x 11 paper)
- Proposal Section (8-page limit, 8-1/2 x 11 paper, and up to 3 of the 8 pages can be on 11x17 paper)



- One Page (11x17 paper) to provide separate graphic showing organizational structure as described further in Section 3.1 (**Composition and Commitment of the Key Personnel**)
  - An Optional Section (4-page limit, 8-1/2 x 11 or 2 page limit -11 x 17 paper)
  - The Commendation Section for awards or letters of recommendations from past clients (6-page limit – 8-1/2 x 11 paper)
  - Appendix Section (6-page limit - 8-1/2 x 11 paper)
- B.** In CDOT’s continued environmental efforts in “Going Green,” when submitting its required hard copies, Proposers are encouraged to submit their Proposal using a 2-sided format (printing on both side of the page), rather than printing only on one side.
- C.** Submittals shall be evaluated in accordance with criteria as indicated in **Section 3** 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 and reference contact information 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 up to the Tier I and Tier II Key Personnel as described in section 3. Surety Letters and evidence of insurability DO NOT count towards the appendix page limit.
- H.** Tabs, covers, and tables of content pages DO NOT count against the page count. Binding of Proposals is up to the Proposer.

## 2.9. ORAL INTERVIEWS – STEP 2

### A. Short List

From the submittals received, a short list of the top three proposers shall be identified using the scoring indicated on the enclosed **CM Proposal Evaluation Form B-2** 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 and all shortlisted firms will be notified in advance. Oral interviews will be evaluated on the enclosed **CM Oral Interview Evaluation Form** in **Appendix B**.

Mandatory oral interviews will be conducted for all shortlisted firms. Interview times and location are scheduled per **Section 2.3** but are subject to change. All firms will be notified in advance. Oral interviews will be evaluated on the enclosed **CM Oral Interview Evaluation Form** in **Appendix B**.



## **2.10. SEALED GC MANAGEMENT PRICE PERCENTAGE - STEP 3**

Sealed GC Management Price Percentage Proposals will not be submitted with the initial proposal but are required to be submitted at the oral Interviews by 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 GC Management Price Percentage Proposal The GC Management Price Percentage Proposal will be scored in a blind evaluation, separate from the technical proposal and oral interview, and will remain sealed until after the oral interview meetings

The GC Management Price Percentage Proposal will then be given a point score in accordance with Section 3.3.

The GC Management Price Percentage proposals shall include a summary of information used in establishing the GC Management Price Percentage. Indirect and non-reimbursable costs outlined in Appendix C must be integrated into the GC Management Price Percentage Proposal narrative.

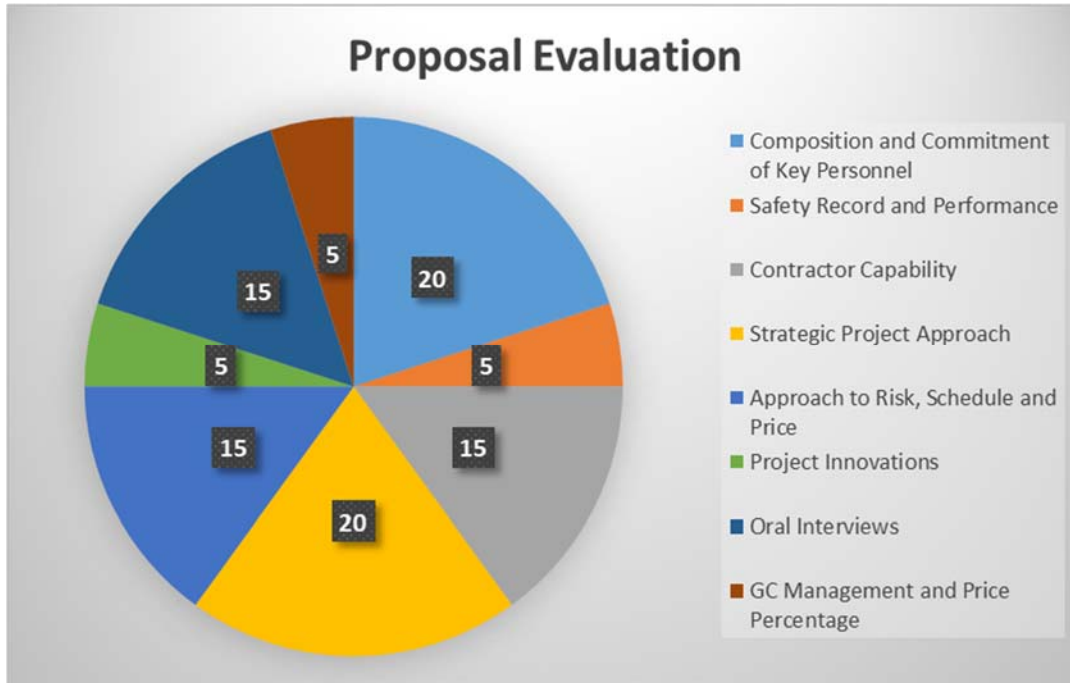
The GC Management Price Percentage is a percentage which will be applied to all Construction Phase CAP Proposals based on the Fixed Limit of Construction Cost. The GC Management Price Percentage shall include all profit and indirects as defined in Appendix C. Summaries must include the line items detailed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

## **2.11. SEALED GC Management Price Percentage Proposal Format:**

- A.** Submittals shall be formatted and tabbed in the exact form and alphanumeric sequence to include the following:
  - GC Management Price Percentage Proposal Form B-3 (one page – **Appendix B**)
  - GC Management Price Percentage Summary Information (two page limit – summary page)
  - Paper must be 8 1/2 X 11 paper, and all submittals shall use a minimum font size of 11 Times Roman.
- B.** In CDOT’s continued environmental efforts in “Going Green,” Contractors are encouraged to submit their CM Management Price Percentage Proposal using a two-sided format, rather than using only one side.
- C.** GC Management Price Percentage Proposal Form B-3 from Appendix B must be filled out in its entirety and submitted in a sealed envelope.
- D.** 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**.
- E.** Any submitted GC Management Price Percentage Proposal lower than 7% will be rejected.

## SECTION 3 – PROPOSAL CONTENT AND EVALUATION CRITERIA

Proposals will be scored based on the following overall distribution:



### 3.1. EVALUATION CRITERIA FOR PROPOSALS (80 Points Possible)

#### Proposal Evaluation Criteria

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

#### I. Proposal Section

##### A. **Composition and Commitment of the Key Personnel (20 Points)**

- Provide a description of the composition of your Project Key Personnel. If your team is a Joint Venture or association, indicate specific responsibilities of Key Personnel for each.
- Provide, identify, and discuss the qualifications of the Key Personnel. Include the following for the Key Personnel 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 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.
- 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.
- TIER 1: One staff member should serve in the Project Manager role as a 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 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: 10-20% throughout preconstruction and 100% throughout construction.
- TIER II: Two (2) to Five (5) staff members should serve as Tier II Key Personnel for the Project, and should have the following Tier II skills, experience and knowledge:
  - Project Controls
    - This person, or persons, will be responsible for managing cost estimates, the Project schedule, Project risk, and Project quality.
    - This person, or persons, should have a minimum of 5 years of industry experience.
    - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person, or persons, may be committed 20-40% during preconstruction, and 25-50% during construction.



- Constructability Expertise
  - This person, or persons, is responsible for providing construction expertise and innovation during preconstruction services.
  - This person, or persons, should have a minimum of 5 years of industry experience.
  - This person, or persons, shall have a minimum of 3 years of industry experience with the construction and replacement of ADA Curb Ramps and a demonstrable knowledge of both CDOT Standards and PROWAG guidelines.
  - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person, or persons, may be committed 20-40% during preconstruction, and 50-75% during construction.
- Cost Estimation
  - This person, or persons, should have a minimum of three years of industry experience.
  - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person, or persons, may be committed 5-10% during preconstruction, and 10% during construction.
- Americans with Disabilities Act Requirements
  - This person, or persons, is responsible for providing collaboration with design team and stakeholders during preconstruction and construction services and providing construction observation quality assurance during the construction services.
  - This person, or persons, should have a minimum of 5 years of experience with the Construction and Replacement of ADA Curb Ramps and a demonstrable knowledge of both CDOT Standards and PROWAG guidelines.
  - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person, or persons, may be committed 10-20% during preconstruction and 20% to 30% during construction.
- Multiple Tier II 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.
- Identify and explain the need for any additional Key Personnel commitments necessary to the success of the Project.
- 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:

- Traffic Phasing
- Utilities
- Survey
- Safety
- Roadway
- Drainage
- 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.

**B. Safety Record and Performance (5 Points)**

- Provide a narrative of the Proposers largest foreseen safety risk for this project and describe the safety programs, processes, and initiatives that the Proposer currently has in place to could help mitigate/eliminate the safety risk.
- Provide the following information for each Proposer or Joint Venture involved, covering the last 4 years (2016-2019).
  - Experience Modification Rates (“EMR”)
  - OSHA Reportable Incident Statistics

**C. Contractor Capability (15 Points)**

- 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 contact information; CDOT may at its discretion contact references and/or conduct independent performance analysis on projects on which the firm has worked.

Provide at a minimum:

- The project(s)/contract(s) name
- Project delivery method
- Description of services provided
- ADA Ramp Experience



- Discuss the levels of design that were provided to you in order to construct a compliant ramp
- Discuss your approach to ensuring the construction of compliant ramps when adjustments to design must be made in the field
- Discuss your experience and approach to vehicular and pedestrian traffic during construction
- Approximately how many ramps were re-constructed in the project(s)
- Description of project schedule performance, including initial schedule.
- Subcontracts (service) used in the performance of the contract.
- Reference(s) for Owner
- Coordination with stakeholders, if any.
- 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.

**D. Strategic Project Approach (20 Points)**

Provide your strategic project approach summary for the Project including the following:

- **Preconstruction Services:** In an attempt to describe the means and methods that will be used to support the design development and decision-making process please discuss the following:
  - Discuss your approach to providing successful CM services based on prior experience and how it applies to pursuit of the Project goals.
  - Discuss your approach to reviewing design; providing real-time constructability feedback; ongoing value engineering services as it relates to innovation, resources, packaging, traffic phasing, critical path, etc.
  - Describe 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.
  - Describe your approach the phasing of work elements in order to optimize the schedule and potentially incorporate additional scope with limited re-work to maximize available funding on the project.
- **Construction Services:** In an attempt to describe the means and methods that will be used to support the construction and decision-making process please discuss the following:
  - Provide a description of the major Project features the Proposer can self-perform, including qualifications to do such.
  - Explain how the Proposer will be flexible and adaptable in accommodating multiple construction packages and CAPs.
  - Describe your approach to subcontractor selection that describes your



business plan for the below-mentioned items.

- Discuss how you will ensure your sub-contractors are capable and will provide work that is within schedule, high quality workmanship, and adheres to your safety standards.
- Identify elements of work for subcontracting opportunities, work elements that will allow for equal opportunity, and types of outreach programs you will use to include small businesses for this Project.
- Discuss 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.
- Describe how you will promote open communication amongst all project team members, use of cross disciplined meetings, etc.
- Describe 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.

#### **E. Approach to Risk, Schedule, and Price (15 Points)**

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 CMGC project.

- Consider the following sample ramp locations that includes major scope elements representative of the whole project:  
Curb Ramp Sample Project Package can be downloaded at following link: [Region 1 ADA Curb Ramps](#). For the provided sample project present a discussion of the following:
  - 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 risk 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 mitigate or eliminate the risk.
    - Provide a sample risk assessment and quantitative risk register identifying three to five major risks. Be sure to include:
      - Risk probability, magnitude, potential mitigation 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 respective impacts to cost, quality, and schedule.

#### **F. Project Innovations (5 Points)**

In conjunction with your team’s Strategic 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 Panel will consider how well your innovative ideas help balance the Project goals. Any innovations proposed need to be practical and implementable.

- Provide at least one innovative idea and discuss as follows:
  - Describe the innovation(s), how it will be implemented and how it will it aid in meeting the Project goals (2.5 Points).
  - Describe impacts of the innovation(s) on time, cost, quality, and safety (2.5 Points).
- All innovative ideas presented by the Proposer will be considered proprietary in accordance with Section 2.1.E of this RFP.

### **3.2. EVALUATION CRITERIA FOR ORAL INTERVIEWS (15 Points Possible)**

An oral interview will be a mandatory part of the selection process and will take place after the Selection Panel evaluates Proposals.

The structure of the oral interview will be as follows:

- A. Summary of Proposal and Project Experience (10 Points):** Summarize the Proposal, the Contractor’s Project Experience and describe the Contractor’s resources **20 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 CMGC Project to distinguish them from the other 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.

At a minimum, please discuss the following:

- Summary of past work, highlighting experience installing ADA Curb Ramps.
- Mitigation of unforeseen conditions either minimizing or eliminating the need for change management.
- Challenges contractor has confronted in past projects, how the challenges were resolved and lessons learned.
- Role of Key Personnel in resolving past challenges.



**B. Question and Answer Session with the Selection Panel (5 Points):**

A total of five questions will be asked in the Question and Answer Session. The questions asked in this session (15 minutes) will be the same for each Proposer but follow-up questions from the review panel to clarify Proposer answers will be allowed. The interview presentation and question/answer scoring will be based on the following criteria:

Project Understanding

- Project Approach
- Communication Skills
- Understanding of CMGC Delivery Method
- ADA Curb Ramp Experience

### 3.3. EVALUATION CRITERIA FOR GC MANAGEMENT PRICE PERCENTAGE PROPOSAL (5 Points Possible)

#### A. GC Management Price Percentage – (5 Points)

Proposers shall state their proposal GC Management Price Percentage, carried out to four decimal points (e.g. 0.0000%), which will be applied to all construction packages. The 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 GC Management Price Percentage shall not change regardless of the final, negotiated amount of the CAP for Early Construction and Construction Phases.

The GC Management Price Percentage breakdown shall show the breakdown of all components used in establishing the percentage. The intent of the GC Management Price Percentage is to define the cost and level of effort for the GC to deliver the Project within the CAP. The GC Management Price Percentage shall exclude all Proposer costs for risk related to performance of the construction work. Risk will be priced into subcontracted amounts and negotiated into self-performed work, as part of the overall direct cost of the work.

The GC Management Price Percentage score will be determined by comparing each firm’s sealed GC Management Price Percentage with the lowest GC Management Price Percentage being equivalent to the maximum score of 5 points. To score each price percentage, the Selection Panel will use the following example formula:

Scoring of the GC Management Price Percentage:

Example: Assume the lowest GC Price Percentage of 10%, the next lowest GC Price Percentage of 13% and the highest GC Price Percentage of 16%.

$$\text{FIRM A: } \frac{10}{10}\% * 5 \text{ points} = 5 \text{ points}$$

$$\text{FIRM B: } \frac{10}{13}\% * 5 \text{ points} = 3.85 \text{ points}$$

$$\text{FIRM C: } \frac{10}{16}\% * 10 \text{ points} = 3.13 \text{ points}$$

The resulting score will be added to the individual Proposer’s GC Management Price Percentage Proposal Form C-3 that will be included in the sealed 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 Contract Administrator before starting the work.

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

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b><u>INITIAL PROJECT SCOPING MEETING (WORKSHOP)</u></b>			
A. CMGC AND PARTNERING INTRO SESSION	2	2	1
B. PROJECT SITE VISIT AND INSPECTION	C	C	
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	C	C	C
E. REVIEW APPLICABLE ENVIRONMENTAL DOCUMENTS (ROD, FONSI, ETC.)	2	1	2
F. INDEPENDENT DESIGN AND AS-BUILT REVIEW	C	C	
G. DEVELOP PROJECT SCHEDULE AND TASKS	C	C	C
H. SCHEDULE BI-WEEKLY PROGRESS, FIR, FOR, AND MILESTONES MEETINGS	2	1	1
I. IDENTIFY DESIGN CRITERIA		1	2
J. DISCUSSION OF POSSIBLE EARLY DELIVERY AND LONG LEAD TIME ITEMS	C	C	2
K. ANALYSIS OF PROJECT PHASING AND MULTIPLE PS&E PACKAGES	C	C	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, CM/PM	C	C	C
B. PROJECT MEETING MINUTES	2	1	
<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 CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b><u>1. PROJECT DEVELOPMENT PROCESS</u></b>			
<b>Project Management</b>	2	2	1
The CDOT/PM will coordinate all the work tasks being accomplished by all parties to ensure project work completion stages are on schedule. The C/PM and CM/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>Quarterly Update Newsletter</b>	2	2	1
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	2	1
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>		1	2
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>	1	1	
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, CM/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 CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b>2. PRELIMINARY DESIGN</b>			
Preliminary Roadway, Geometric, Structural, Environmental, SWMP, etc. Design		1	
CDOT/PM will coordinate all design activities with required CDOT specialty units, the Contractor, the Design Consultant, and other outside entities. Design Consultant is responsible for the civil and structural design, plans, specifications, and estimate packages at each formal review.			
<ul style="list-style-type: none"> <li>Environmental - gathering data, analysis, and mitigation development</li> </ul>		1	2
<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>		1	2
<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>Hazardous material investigation</li> </ul>		1	2
<ul style="list-style-type: none"> <li>Field survey and existing feature development</li> </ul>	C	C	C
<ul style="list-style-type: none"> <li>Construction requirements</li> </ul>		2	1
<ul style="list-style-type: none"> <li>Innovation development, proposal, and tracking</li> </ul>	1	2	
<ul style="list-style-type: none"> <li>Check and field verify all applicable as-built plans</li> </ul>	1	1	
<ul style="list-style-type: none"> <li>Provide construction plans, specifications, and estimates</li> </ul>	2	1	
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		
<ul style="list-style-type: none"> <li>Develop and calculate quantities</li> </ul>	2	1	
<ul style="list-style-type: none"> <li>Risk Register development</li> </ul>	1	2	
<ul style="list-style-type: none"> <li>Initiate and Track DBE/ESB and Subcontractor Plan</li> </ul>	C	C	C
<ul style="list-style-type: none"> <li>Constructability reviews and reports</li> </ul>	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 CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
• Construction Phasing Plan	1	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		
• Long lead time negotiations	1		2
• Long lead time item procurement	1		
• Opinion of probable construction cost Estimate #2	1	2	
<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	
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 CM/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	
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.	2	1	2
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 CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b>Final Roadway, Geometric, Structural, Environmental, SWMP, etc. Design</b>		1	
CDOT/PM will coordinate all design activities with required CDOT specialty units, the Contractor, the Design Consultant, and other outside entities. Design Consultant is responsible for the civil and structural design, plans, specifications, and estimate packages at each formal review.			
<ul style="list-style-type: none"> <li>Environmental - gathering data, analysis, and mitigation development</li> </ul>		1	2
<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	1
<ul style="list-style-type: none"> <li>ROW, specialty, and local clearances</li> </ul>		2	1
<ul style="list-style-type: none"> <li>FIPJ 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	
<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	
<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	1
<ul style="list-style-type: none"> <li>Innovation development, proposal, and tracking</li> </ul>	1	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		
<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		
<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	

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 CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b>90% Milestone/FOR (Final Office Review) Preparation</b>			
Coordinate, complete, and compile the 90% milestone plans with inputs from other branches: materials, hydraulics, environmental, traffic, right of way, maintenance, safety, and Staff Bridge if applicable.		1	
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		2	1
Prepare the Engineer's Estimate for work described in the FOR plans based on estimate quantities.	1	1	1
Prepare the 90% preconstruction milestone	1		1
<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	2
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	
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 CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b>CAP Proposal and Negotiations</b>	1		
Notify CDOT/PM at a point where CAP proposals can be sufficiently prepared.	1		
Supply cost model and assumptions to ICE and Engineer Estimate.			1
Supply EBS and Construction Contract Checklist to CM Contractor.	1		
Prepare and submit construction CAP proposals.			1
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		1
Negotiate final CAPs for each phase.	1		1
CM 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 GC MANAGEMENT PRICE PERCENTAGE PROPOSAL FORMS

### PROPOSAL, ORAL INTERVIEW EVALUATION SCORING NOTES:

- i. CDOT has developed a CM 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 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. Weights 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 GC Management Price Percentage.

Qualitative Assessment Guidelines	
Selection Panel 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>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.

GC MANAGEMENT PRICE PERCENTAGE PROPOSAL EVALUATION SCORING NOTES:

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

A. GC Management Price Percentage 5 Points Maximum

- Must include all supporting information required in Section 3.3 and on Form B-3
  - 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	80pts (Scoring Form B-1)
Interview	15pts (Scoring Form B-2)
GC Management Price Percentage Proposal	5pts (Scoring Form B-3)

2. After the evaluation of the Proposal, all Proposers will be invited to interview and submit sealed GC Management Price Percentage Proposals.

3. The Proposer with the highest total score in all sections will be selected. The score from the qualitative evaluations from all Selection Panel Members will be averaged to produce the total overall score for each Proposer.

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

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

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

Evaluator No: \_\_\_\_\_

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>Composition and Commitment of the Key Personnel: 20 Points Maximum</u></b>				
		Rating		Weight	Score
	Composition of Team/Location/Organization	<input type="text"/>	x	<input type="text" value="1.333"/>	= <input type="text"/>
	Qualifications and Experience	<input type="text"/>	x	<input type="text" value="1.333"/>	= <input type="text"/>
	Job Descriptions and Responsibilities	<input type="text"/>	x	<input type="text" value="1.333"/>	= <input type="text"/>
<b>2</b>	<b><u>Safety Record and Performance: 5 Points Maximum</u></b>				
		Rating		Weight	Score
	Experience Modification Rates	<input type="text"/>	x	<input type="text" value=".5"/>	= <input type="text"/>
	Experience Modification Rates	<input type="text"/>	x	<input type="text" value=".5"/>	= <input type="text"/>
<b>3</b>	<b><u>Contractor Capability: 10 Points Maximum</u></b>				
		Rating		Weight	Score
	Prior Experience/Performance/References	<input type="text"/>	x	<input type="text" value="1.0"/>	= <input type="text"/>
	Project Background and Success	<input type="text"/>	x	<input type="text" value="1.0"/>	= <input type="text"/>
<b>4</b>	<b><u>Strategic Project Approach: 25 Points Maximum</u></b>				
		Rating		Weight	Score
	Preconstruction Services Approach	<input type="text"/>	x	<input type="text" value="2.5"/>	= <input type="text"/>
	Construction Services Approach	<input type="text"/>	x	<input type="text" value="2.5"/>	= <input type="text"/>
<b>5</b>	<b><u>Approach to Risk, Schedule, and Price: 15 Points Maximum</u></b>				
		Rating		Weight	Score
	Schedule Approach	<input type="text"/>	x	<input type="text" value="1.5"/>	= <input type="text"/>
	Risk Approach	<input type="text"/>	x	<input type="text" value="1.5"/>	= <input type="text"/>
<b>6</b>	<b><u>Project Innovations: 5 Points Maximum</u></b>				
		Rating		Weight	Score
	How innovations will be implemented and aid in project goals	<input type="text"/>	x	<input type="text" value="0.5"/>	= <input type="text"/>
	Impacts to time, cost, quality and safety	<input type="text"/>	x	<input type="text" value="0.5"/>	= <input type="text"/>

**TOTAL SCORE: (80 Points Maximum):** \_\_\_\_\_

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

Name of Firm: \_\_\_\_\_  
 Name of Project: \_\_\_\_\_  
 Evaluator No: \_\_\_\_\_  
 Date: \_\_\_\_\_

**Oral Interview Section: 15 Points Maximum**

**Oral Interview Scoring Criteria**

Summary of Proposal and Project Experience  
 Questions and Answer Session

Rating		Weight		Score
[ ]	x	1.0	=	[ ]
[ ]	x	1.0	=	[ ]

**TOTAL SCORE: (15 Points Maximum): \_\_\_\_\_**

Questions Asked:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.



## APPENDIX C: CONSTRUCTION GENERAL CONDITIONS

	<b>Costs NOT TO BE included in GC Management Price Percentage</b>	<b>Costs TO BE included in 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 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 GC staff relocation, housing, and subsistence cost.
E.5	On-site administrative staff ,including clerical and secretarial staff	Home, branch and regional office administrative support staff and all related costs
E.6	All project direct costs related to Safety	Home, branch and regional office safety support staff and all related costs
E.7	All project direct costs related to Quality Control	Home, branch and regional office quality control support staff and all related costs
E.8	Project office costs for cleaning, set-up/demobilization, 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

1  
REVISION OF SECTION 626  
PUBLIC INFORMATION SERVICES  
(TIER III)

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

## DESCRIPTION

This work consists of providing regular and continuous public information services throughout the duration of the project. Final approval of approach and collateral will be given by the Engineer with review by Regional Communications Manager. Anticipated communications issues on this project include:

## CONSTRUCTION REQUIREMENTS

- (a) *Public Information Manager (PIM)*. The Contractor shall provide a full-time Public Information Manager (PIM) who will be the responsible charge for all activities associated with public information services. As part of the key project staff submittal prior to the Preconstruction Conference, the Contractor shall submit the name, contact information and qualifications of the Public Information Manager (PIM) for this project for approval by the Engineer with review by the Regional Communications Manager seven working days following Notice to Proceed (NTP). The PIM shall have professional experience in Public/Media Relations, Marketing or other related field and good verbal and written communications skills (note: administrative/business office skills are NOT considered a related field.) PIM may be a qualified sub-consultant or a member of the Contractor's personnel, provided they have limited project duties outside those duties relating to Public Information Services. The Engineer will coordinate all aspects of the PIM's work, including all required submittals, with the Regional Communications Manager (RCM).
- (b) *Activities of the PIM*. Throughout the duration of the project, the PIM shall be responsible for the following:
- (1) *On Call*. The PIM shall be available or on call on every day there is work on the project and shall be available upon the Engineer's request at other than normal working hours.
  - (2) *Project Meetings*. The PIM shall be available, as requested by the Engineer, to participate in weekly project meetings held on-site. At the meetings, PIM will discuss communications issues and develop strategies to provide timely details for upcoming media advisories/press releases, lane closure reports, website updates and information line recordings.
  - (3) *Public Information Plan*. The PIM shall submit a Public Information Plan (PIP) for approval by the Engineer. The PIP shall include project milestones and planned public information strategies; primary stakeholder communications list; identification of any public information issues and proposed outreach and approach to crisis communications. The PIP shall be updated if necessary based on project milestones and progress.
  - (1) *Dialog Project Account*. The PIM shall submit a "Request for Dialog Account" as part of the on-boarding process for a Project. Dialog is a web-based communications support system provided by the Department. At this time, the PIM will provide all the project details that will appear on the Dialog Project Page. The PIM shall receive a login and password with which to access the Dialog Customer Service Program as well as the Lane Closures & Work Updates Program.
  - (2) *Public Information Line/Communications*. The PIM shall establish a public information office equipped with a telephone, voicemail, computer and email address. The public information office may be located off-site or within the PIM's field office, provided that the telephone line is a local call line. The voicemail greeting for the project information line shall provide an updated message each week (even if the work is continuous), or each day if necessary, concerning the project's completion date and forthcoming activities on the project and allow the recording of a message from the caller. If unable to answer the public information line, the PIM shall check and respond to voicemail messages throughout each day of construction operations and lane closures are being carried out. The PIM shall track inquiries made by citizens and businesses, including names, addresses, phone numbers, and subsequent action taken during construction; these customer inquiries and follow-up action shall be entered into Dialog. The system shall provide an automated report to the Engineer and

2  
REVISION OF SECTION 626  
PUBLIC INFORMATION SERVICES  
(TIER III)

Regional Communications Manager each week. All inquiries and complaints shall be followed up with a return phone call or email from either the PIM and, when necessary, the Engineer or Regional Communications Manager.

- (3) *Photos/Video.* The PIM shall take and submit photos/videos with a description of the project work on regular intervals to the Engineer and Regional Communications Manager. A cell phone camera is permitted. Photographs/videos may include traffic control, paving, slope repair, erosion control, bridge deck and rail work, and other key areas of work as identified by the Contractor, Engineer or Regional Communications Manager for use in reports to interested agencies, social media, and flyers. A minimum of two digital photographs/videos with a description outlining (date and activity depicted) shall be submitted each month to the Engineer and the Regional Communications Manager
- (4) *Media Relations.* At least one week prior to the project start date, the PIM shall prepare a media release summarizing the project scope, construction phasing, potential traffic and construction, duration of project and summary of project benefits. The PIM shall develop additional media releases and traffic advisories based on major construction milestones such as major traffic shifts, key closures, to include detour maps or other visual aids, etc. or as requested by CDOT, using the CDOT template provided by the Department. The media releases and traffic advisories will be submitted for approval in accordance with Table 626-2. CDOT will distribute media releases, traffic advisories and other information.

The PIM or Contractor shall immediately notify the Engineer of any on-site situations involving the media. Should media call, the PIM will provide only the Regional Communications Manager's contact information. CDOT will address all media inquiries and media requests.

- (5) *Weekly Lane Closures & Work Updates.* The PIM shall assign a Lane Closure & Work Updates "Preparer" and a "Backup Preparer" who will be responsible for entering Lane Closures & Work Updates into the Dialog Program each week. The PIM, or the assigned Preparer, shall enter Weekly Lane Closures & Work Updates into the project through the Dialog Project Lane Closures & Work Updates Page each Thursday by 3pm for the following week's activities) Sunday through Saturday. Work Updates will be approved by the Dialog Project Administrator each Friday and a Report will be generated for the Media. **The PIM shall verify that the lane closure report is reflected accurately on [www.COTrip.org](http://www.COTrip.org) by noon on the following Monday. If corrections are necessary, the PIM shall coordinate those corrections to [www.COTrip.org](http://www.COTrip.org) with the Dialog Project Administrator.**
- (6) *Real-Time Lane Closures & Work Update Schedule Changes.* The PIM, or the assigned Preparer, shall notify the Dialog Project Administrator a minimum of 24 hours in advance if a change is made to a previously submitted or approved Lane Closure/Work Update Schedule (e.g. weather changes require shifting a closure to another day, contractor takes advantage of good weather and add in additional work.) The Dialog Project Administrator shall "unlock" the record so that the change can be made and re-submitted for approval.
- (7) *Web Page Updates.* The PIM shall work with CDOT to develop internet web page content specifically for this project and provide consistent updates with the latest project information (web page development experience is not necessary as the PIM will simply supply information for the CDOT web page template). It shall contain all appropriate links to/from other sites if applicable, e.g., local city, county, bus service, etc. PIM will ensure the web page is updated at least weekly with pertinent schedule information, new photos, contact information, etc.
- (8) *Project Fliers.* At least 10 working days prior to the start of work, the PIM shall prepare and deliver one flier to each property owner potentially impacted by the highway work zone such as properties with direct access to the highway, nearby businesses, schools, homes, churches or others who rely on regular traffic access in the construction zone. The flier shall be developed using the CDOT template. An email containing the flier shall also be sent to all those known to use the project limits having significant or daily use of the roadway contained within the project corridor. Examples of these are bus services, community centers, schools. Additional fliers may be required, as directed, and may be delivered via <http://uspseverydoordirectmail.com>, the use of a mailing list from county GIS mapping, or other approved method. Fliers will also be posted on social media.

3  
 REVISION OF SECTION 626  
 PUBLIC INFORMATION SERVICES  
 (TIER III)

The flier shall provide the anticipated project start and end date, location and description of work, traffic impacts and hours/days of operation, PIM's project information line, email address, web address, project map (if necessary), a photo of the project area (if necessary) and a construction safety message as defined by the department. Flier may also contain contractor logo, if desired. Fliers shall be submitted for approval in accordance with Table 626-2. Final approval is provided by the Engineer. The PIM shall contact the Regional Communications Manager for a flier template which will include CDOT's logo, project logo, or both.

*Language Assistance for LEP Persons.* CDOT is required to provide access to Limited English Proficient (LEP) persons. LEP persons are individuals for whom English is not their primary language and who have a limited ability to read, write, speak or understand English. Examples of language assistance include, but are not limited to, translation of meeting notices and interpretation services at meetings. At a minimum, the PIM shall work with CDOT to provide interpretation services upon request by an LEP person. Additionally, if the community to which the project flyers shall be distributed has greater than 5 percent LEP persons, the flyers shall be translated. The PIM shall document all measures taken to communicate with LEP persons and record all requests for language assistance.

- (c) *Construction Signing.* In accordance with Section 630, a minimum of one week prior to start of work, the Contractor shall erect signs at both ends of the project limits, with the estimated dates when the project will commence and end. The signs shall include the Contractor's name and public information contact number.
- (d) *Response Protocol to CDOT and the Public.* The PIM shall conform to Table 626-1 in responding to correspondence from stakeholders and the public:

**Table 626-1  
 RESPONSE PROTOCOL**

TYPE OF COMMUNICATION	TIMING OF RESPONSE
Hotline Calls	Check messages throughout day  Respond same day (initial call) or within 24 hours (including weekends if work is occurring)
Email	Same day (within two business days for high volume situations)
Call from CDOT Staff	As soon as possible
Webpage Inquiries	Same day (within two business days for high volume situations)
Public Meeting Inquires	Within one week of the meeting

- (e) *Deliverables Protocol to CDOT.* The PIM shall conform to Table 626-2 in submitting the following for Department review and approval prior to dissemination:

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

**Table 626-2  
 DELIVERABLES AND SUBMITTAL TIME TO CDOT ENGINEER**

Deliverable	When to be submitted
PIM Name and Credentials	7 Working Days following Notice to Proceed (NTP)
PIM Contact Information	At Pre-Construction Meeting
Emergency Response Telephone Tree (when required in the Contract)	Before works starts
Local Telephone Hotline	Before works starts
Stakeholder Distribution List	At Pre-Construction Meeting
Lane Closure Reports	Weekly, on Thursday by noon
Real-Time Lane Closures or Changes	A minimum of 24 hours in advance if a change  In real-time if in the field change
Traffic Advisories/Media Releases	48 hours prior to scheduled distribution date
Fliers, posters or other public material	5 Working Days prior to the scheduled distribution date  In cases of rapid response, 48 hours prior to distribution
Photos/Video	Two a month or as requested.

(f) *Deliverable protocols to the public.* The PIM shall conform to Table 626-3 in providing the following information to the public:

5  
 REVISION OF SECTION 626  
 PUBLIC INFORMATION SERVICES  
 (TIER III)

**Table 626-3  
 DELIVERABLES AND SUBMITTAL TIME TO THE PUBLIC**

Deliverable	When to be published
Full road closures of impactful duration (e.g. weekend closure of interstate)  Detours and major traffic impacts lasting seven days or longer	14 days prior to the beginning of activity in any area of the Project.
Major project activities (such as major lane shifts, bridge demolitions, etc.) lasting seven days or less	7 days prior to the beginning of the activity
Other remaining types of construction Activities in any area of the Project including: <ul style="list-style-type: none"> <li>▪ Night Work</li> <li>▪ Utilities</li> <li>▪ Change of business/residential access</li> </ul>	7 days prior to the beginning of activity in any area of the Project or as determined jointly by teams
Other construction updates (e.g., cancellation of planned closures, additional lane closures, closure removals, major traffic shifts, etc.) that directly impact the public.	As soon as known with at least 24 hours' notice

(g) *Public Information Contact Sheet.* A Public Information Contact Sheet shall be completed by the PIM with the names of contact as appropriate to the project:

**Public Information Services Contact Sheet ●**

**Owners:**

Colorado Department of Transportation, Maintenance Superintendent/Resident Engineer

Name:  
 Address:

Phone/s:  
 Email:

Colorado Department of Transportation Regional Communications Manager

Name:  
 Address:

Phone/s:  
 Email:

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6  
REVISION OF SECTION 626  
PUBLIC INFORMATION SERVICES  
(TIER III)

Colorado Department of Transportation Web Site Administrator

Presley Fowler  
Phone: (303) 515-5485  
Email: [presley.fowler@state.co.us](mailto:presley.fowler@state.co.us)

Colorado Department of Transportation Dialog Administrator

Tina Littleton  
Phone: (303) 757-9011  
Email: [tina.littleton@state.co.us](mailto:tina.littleton@state.co.us)

Colorado Department of Transportation's Colorado Traffic Management Center (24-hours/day)

425 –C Corporate Circle  
Golden, Colorado 80401  
Phone: (303) 512 – 5830 or 800-353-6604  
Fax: (303) 274 - 9394

STAKEHOLDER LIST: PIM shall submit a Stakeholder List as part of the Public Information Plan. The PIM shall include name, phone, email, notes on communications needs for each category listed below and as necessary for the project and project impacts.

**City**

City Manager's Office Contact

City Public Works

City PIO

Chamber of Commerce

City Fire/Rescue

Police Department

Local Colorado State Patrol Office

Hospital

Ambulance

**County**

County Sheriff's Office

County Road & Bridge

County PIO

**Key Stakeholders (as appropriate)**

Schools/School District

Businesses

Community Centers

Churches

Visitor Centers/Tourist Destinations

Railroads

Neighborhood Associations

7  
REVISION OF SECTION 626  
PUBLIC INFORMATION SERVICES  
(TIER III)

Multi-Family Housing/Property Management Firms

Special Districts (Business Improvement, Parks, Maintenance, Water, etc.)

Airports

Utility Owners

Commercial Vehicle Operators

Others

**METHOD OF MEASUREMENT**

The Engineer will monitor the PIM and all public information services. When the PIM provides acceptable public information services in accordance with these specifications, partial payments for the pay item Public Information Services will be made as the work progresses. Failure to provide acceptable public information services will result in withholding of payment for this item. These partial payments will be made as follows:

Partial payments for public information services will be made once each month as work progresses. The monthly partial payments will be determined by pro-rating the lump sum bid amount by the number of months in the actual construction schedule.

**BASIS OF PAYMENT**

Payment will be made under:

<b>Pay Item</b>		<b>Pay Unit</b>
Public Information Services (Tier III)	Lump Sum	

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

Construction Signs will be measured and paid for in accordance with Section 630.



# APPENDIX E: CDOT ANTI-COLLUSION AFFIDAVIT FORM 606

<b>COLORADO DEPARTMENT OF TRANSPORTATION ANTI-COLLUSION AFFIDAVIT</b>	PROJECT NO. _____ LOCATION _____
<p>I hereby attest that I am the person responsible within my firm for the final decision as to the price(s) and amount of this bid or, if not, that I have written authorization, enclosed herewith, from that person to make the statements set out below on his or her behalf and on behalf of my firm.</p> <p>I further attest that:</p> <ol style="list-style-type: none"> <li>1. The price(s) and amount of this bid have been arrived at independently, without consultation, communication or agreement for the purpose or with the effect of restricting competition with any other firm or person who is a bidder or potential prime bidder.</li> <li>2A. Neither the price(s) nor the amount of this bid have been disclosed to any other firm or person who is a bidder or potential prime bidder on this project, and will not be so disclosed prior to bid opening.</li> <li>2B. Neither the prices nor the amount of the bid of any other firm or person who is a bidder or potential prime bidder on this project have been disclosed to me or my firm.</li> <li>3A. No attempt has been made to solicit, cause or induce any firm or person who is a bidder or potential prime bidder to refrain from bidding on this project, or to submit a bid higher than the bid of this firm, or any intentionally high or non-competitive bid or other form of complementary bid.</li> <li>3B. No agreement has been promised or solicited for any other firm or person who is a bidder or potential prime bidder on this project to submit an intentionally high, noncompetitive or other form of complementary bid on this project.</li> <li>4. The bid of my firm is made in good faith and not pursuant to any consultation, communication, agreement or discussion with, or inducement or solicitation by or from any firm or person to submit any intentionally high, noncompetitive or other form of complementary bid.</li> <li>5. My firm has not offered or entered into a subcontract or agreement regarding the purchase or sale of materials or services from any firm or person, or offered, promised or paid cash or anything of value to any firm or person, whether in connection with this or any other project, in consideration for an agreement or promise by any firm or person to refrain from bidding or to submit any intentionally high, noncompetitive or other form of complementary bid or agreeing or promising to do so on this project.</li> <li>6. My firm has not accepted or been promised any subcontract or agreement regarding the sale of materials or services to any firm or person, and has not been promised or paid cash or anything of value by any firm or person, whether in connection with this or any other project, in consideration for my firm's submitting any intentionally high, noncompetitive or other form of complementary bid, or agreeing or promising to do so, on this project.</li> <li>7. I have made a diligent inquiry of all members, officers, employees, and agents of my firm with responsibilities relating to the preparation, approval or submission of my firm's bid on this project and have been advised by each of them that he or she has not participated in any communication, consultation, discussion, agreement, collusion, or other conduct inconsistent with any of the statements and representations made in this affidavit.</li> <li>8. I understand and my firm understands that any misstatement in this affidavit is and shall be treated as a fraudulent concealment from the Colorado Department of Transportation, of the true facts relating to submission of bids for this contract.</li> </ol> <p>I DECLARE UNDER PENALTY OF PERJURY IN THE SECOND DEGREE, AND ANY OTHER APPLICABLE STATE OR FEDERAL LAWS, THAT THE STATEMENTS MADE ON THIS DOCUMENT ARE TRUE AND COMPLETE TO THE BEST OF MY KNOWLEDGE.</p>	
Contractor's firm or company name	By _____ Date _____
	Title _____
2nd contractor's firm or company name. (If joint venture.)	By _____ Date _____
	Title _____
Sworn to before me this _____ day of, _____ 20____	
Notary Public	
My commission expires	
<b>NOTE: This document must be signed in ink.</b>	