



Colorado Department of Transportation
Engineering Contract Services
2829 West Howard Place, 3rd Floor
Denver, Colorado 80204

SOLICITATION FOR PROFESSIONAL CONSULTANT SERVICES

Date: January 5, 2023

Project: Region 4 Project Specific I-25 North Segment 5: CO 66 to CO 56 Design Engineering Services

Thank you for your interest and response in performing engineering services for the above-captioned project of the Colorado Department of Transportation (CDOT). By submitting a Proposal on this project, the consultant agrees to the process described herein.

1. DESCRIPTION:

CDOT will be hiring **one** (1) Consultant for this project to provide Region 4 Project Specific I-25 North Segment 5: CO 66 to CO 56 Design Engineering Services. Please see the Draft Scope of Work for a detailed description of the services solicited.

Contact Information

RFP/Selection Process: Cardon Brandt, (303) 757-9398, cardon.brandt@state.co.us

Draft Scope of Work: Abra Geissler, PE (303) 995-3008, abra.geissler@state.co.us

Prequalification: Darrell Wells, (303) 757-9215, darrell.wells@state.co.us

DBE/ESB Program: Karen Fujii-Martin, (303) 512-4016, karen.fujii-martin@state.co.us

2. SUBMITTAL DEADLINE AND SCHEDULE OF KEY EVENTS:

Proposal Submittals must be received no later than 12:00 noon local time on February 9, 2023. Please submit electronically through BidNet at:

<https://www.bidnetdirect.com/colorado/cdotconstructionengineeringservices>.

Please contact BidNet Direct support for help at (800) 835-4603 with any issues submitting electronically. Proposers are required to meet the date set for the submission and interviews, if applicable. Failure to meet these dates will result in the Proposal being considered non-responsive. All times listed in the table



below are Mountain Standard Time (MST). CDOT is fully committed to delivering the Project and meeting the Key Events Schedule shown in the table below within Section 2.

CDOT reserves the right to modify the timeframes if it is determined by CDOT to be in the best interest of the State, and the Project. Proposers are required to meet the date set for the submission and interviews, if applicable. Failure to meet these dates will result in the Proposal being considered non-responsive.

ESTIMATED KEY EVENTS SCHEDULE

PUBLIC NOTICE PHASE	
Released Scope of Work and Playbooks	December 16, 2022
First Advertisement	January 5, 2023
Second Advertisement	January 12, 2023
Mandatory Pre-Proposal Meeting	January 17, 2023, 10am
One-on-One Meetings	As requested, between 1/17-1/20
Proposer Questions Due	January 20, 2023
Addendum #1 - CDOT Responses to Questions Published	January 26, 2023
Submit Proposal	February 9, 2023 by 12PM MT
SELECTION PHASE	
Short List Notification	February 23, 2023
Proposer Interviews	March 2, 2023
Chief Engineer Selection/Approval	March 9, 2023
Notification	March 9, 2023
CONTRACT PHASE	
Fee Negotiation	March 13, 2023
Submit Contract Compliance Package	March 20, 2023
Audit Completed	March 27, 2023



Proposer Debriefings	As requested, between 3/27 – 3/31
FINAL CONTRACT PHASE	
Contract Approval/Execution	April 18, 2023

3. SPECIAL REQUIREMENTS:

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

- A. **Prequalification:** All parties submitting a proposal must be prequalified at least seven calendar days prior to the Proposal submittal date. Pre-qualification must be done annually. The prime firm or a member of its team (collectively “Proposer”) are encouraged to be prequalified in the following disciplines:

- 1) AC – Acoustical Engineering
- 2) AR – Architecture
- 3) BI - Bridge Inspection
- 4) BR – Bridge Design
- 5) CE – Civil Engineering
- 6) EL – Electrical Engineering
- 7) EN – Environmental Engineering
- 8) GE – Geotechnical Engineering
- 9) GL – Geological Engineering
- 10) HD – Highway & Street Design
- 11) HY – Hydraulics
- 12) LA - Landscape Architecture
- 13) MA – Management (Contract Admin)
- 14) ME – Mechanical Engineering
- 15) MT - Materials Testing
- 16) SE – Structural Engineering
- 17) SO – Soils Engineering
- 18) SU – Surveying
- 19) TP – Transportation Engineering
- 20) TR – Traffic Engineering
- 21) VE – Value Engineering

- A. **One on One Meetings:** In addition to the process outlined in **Section 2**, Proposers may request a formal One-on-One meeting to take place during the timeframe outlined in the **Estimated Key Events Schedule**. These meetings will provide an opportunity for the Proposer to ask questions about the Project, established goals, and RFP. Each Proposer will lead their One-on-One meeting,



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directing CDOT's attention to areas for clarification; discussions will revolve around those topics. Information discussed in these meetings is not confidential and a Request for Information (RFI) log will be made available in Addendum #1, memorializing topics, and documenting responses. If a Proposer would like to ask a proprietary question, they may do so if it is stated in advance, and the information discussed shall not be part of the RFI log. CDOT reserves the right to amend this RFP as a result of these meetings.

- B. Master Pricing Agreement: All Consultants and subconsultants must have a valid Master Pricing Agreement (MPA) with CDOT prior to award of contract.
- C. Late Proposals: Any proposal received by CDOT after the time specified in **Section 2** shall be considered late and will be rejected. No late proposals will be accepted for this Project.
- D. Non-Responsive Proposals: CDOT reserves the right to reject any or all proposals. Proposals that do not meet the Minimum Proposal Requirements listed in **Section 4** will be rejected as non-responsive.
- E. Consultant Costs: Except for provided in **Section 7** of this document no reimbursement will be made by CDOT for any costs related to the preparation of the Proposal, required documentation, interviews, presentations, discussions, and/or any related activities. These costs are the sole responsibility of the Proposer. CDOT shall not be liable for any costs incurred by respondents in the preparation of submittals and proposals, nor in costs related to any element of the selection and contract negotiation process.
- F. PDF Requirements:
 - 1) Dynamic PDFs: The following dynamic PDF elements are allowed:
 - a) Bookmarks
 - b) Page transitions
 - 2) The following dynamic PDF elements are prohibited:
 - a) Hyperlinks
 - b) Buttons
 - c) Video/Movie/Sound Clips
 - d) QR Codes
 - 3) Title/Section Pages - Title page, back page, and section title pages are allowed. No evaluation points are assigned to these pages and will not count against allowable page limits.
- G. Interviews: CDOT will hold interviews for this Consultant selection. From those Proposers submitting a Proposal, CDOT will short-list at least three Proposers and will make the final selection from the highest scoring firms, including interview scores. If CDOT receives less than three proposals, all Proposers will proceed to the interview phase.
- H. Licensure: All work is to be performed under the direction and supervision, as appropriate to the task, of a Colorado-licensed professional engineer, architect, or land surveyor as required by the Colorado Department of Regulatory Agencies. For additional guidance, please see: https://www.colorado.gov/pacific/dora/AES_Laws.



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- I. Self-Performed Work: The Prime Consultant (Consultant) is required to perform at least 30% of the work.
- J. CDOT Policy Directive 23 – Consultant Utilization for Design and Construction: The firm that performed final design services and any Consultants (prime or sub) team members that performed more than 20% of the work, will not be allowed to submit a proposal for construction management services unless the Chief Engineer has waived the policy for the Project.
- K. Method of Payment: Cost Plus Fixed Fee (CPFF) method of payment shall be used for all Task Order work unless (1) the nature of the work directed is appropriate to Specific Rate of Pay (SRP) payment method (such as construction management services, research & development, and staffing support services); (2) the payment method is approved by the CDOT Project Manager and Contracting Officer; and (3) the payment method is reflected in the Task Order Proposal at the time of execution.
- L. Software Requirements: All Proposers are required (where applicable) to use the following software packages, which are currently used by CDOT. Please see the Draft Scope of Work for additional software package requirements other than the following list:
- 1) OpenRoads for project design and drafting/INROADS Drainage & Utilities module
 - 2) ArcView for GIS files development software
 - 3) Adobe Acrobat DC (PDF files)
 - 4) LIMS
 - 5) Bluebeam
 - 6) Microsoft Office Suite, including Word, Excel, and Project or Primavera
 - 7) ProjectWise (a/k/a ProjectWise Explorer or ProjectWise Cloud)
 - 8) B2GNow System for DBE/ESB tracking and prompt payment
- M. Non-discrimination: The Consultant, regarding the work performed by it during the contract term, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subconsultants, including procurement of materials and leases of equipment. The Consultant will not participate either directly or indirectly in the discrimination prohibited by the Acts and the Regulations, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR Part 21.
- N. Civil Rights Act of 1964 Title VI: CDOT, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all Proposers that it will affirmatively ensure that for any contract entered into pursuant to this RFP, disadvantaged business enterprises will be afforded full and fair opportunity to propose and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
- O. Conflict Disclosures: 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.
- P. Open Records Act Notice: Except for consultant audit and Master Pricing Agreement information, all records, documents, drawings, plans, specifications, and other materials relating



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to the conduct of CDOT business, including materials submitted by Proposers in response to this solicitation, are subject to the provisions of the Colorado Open Records Act (C.R.S. 24-72-201, et seq) (CORA) and any other laws and regulations applicable to the disclosure of documents submitted under this RFP. Such laws govern CDOT's use and disclosure of records. Please see CDOT Policy Directive 508.2 for guidance.

Each Proposer is advised to contact its own legal counsel concerning the CORA, 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 successful Proposal will be considered part of the contract document after award. **Automatic redactions are not applicable.**

- Q. Consultant Assurance: By submitting a Proposal for this contract, the Consultant agrees to the following assurance: The Consultant, sub recipient, or subconsultant shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. The Consultant shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the Consultant to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or such other remedy as CDOT deems appropriate, which may include, but is not limited to: withholding monthly progress payments; assessing sanctions; liquidated damages; and/or disqualifying the Consultant from future bidding as non-responsible.
- R. Prompt Payment: Payments to all subconsultants shall be made within seven (7) days of receipt of payment from CDOT or no later than ninety (90) days from the date of the submission of a complete invoice from the Subconsultant, whichever occurs first. If the Consultant has good cause to dispute an amount invoiced by a subconsultant, the Consultant shall notify CDOT no later than the required date for payment. Such notification shall include the amount disputed and justification for the withholding. The Consultant shall maintain records of payment that show amounts paid to all Subconsultants. Good cause does not include failure to timely submit an invoice to CDOT or to deposit payments made. The Consultant shall electronically submit prompt payment audit reports to CDOT by the fifteenth (15th) of each month through the B2GNow software. If no payment has been made, the Consultant shall document this in the prompt payment audit report. CDOT will enforce the states Prompt Payment law, CRS 24-91-103(2).
- S. Subcontract Terms: The assurance provided in section (P) and the prompt payment terms outlined in Section Q shall be included in all subcontracts or other agreements for the performance of work on the contract.
- T. Electronic Signatures: CDOT utilizes DocuSign for contract execution and all subsequent contracting documents. For additional guidance, please see: <https://www.colorado.gov/pacific/osc/electronic-signature-contracts-and-grants>.
- U. Mandatory Pre-Proposal Meeting: Proposers interested in submitting a Proposal are mandated to attend the Pre-Proposal Meeting. The Pre-Proposal Meeting will be held in person on January



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17, 2023 at 10am at the I-25 North: Segment 5/6 Colocation office at 11372 Business Park Circle, Firestone, CO 80504. This meeting will introduce all Proposers to the Construction Manager/General Contractor (CM/GC) project delivery method, give an overall introduction to the Project, and enable CDOT to answer questions about the Project and process. The CDOT Project Management Team for the Project will be attending.

- V. Questions to the RFP: CDOT reserves the right to make changes to the RFP. Changes to the RFP generally consist of clarifications, scope changes, or time and/or date changes. All changes to the RFP prior to the receipt of proposals will be made by an addendum to the RFP and shall be available publicly to all Proposers on BidNet at the following link:
<https://www.bidnetdirect.com/colorado/cdotconstructionengineeringservices>

Proposers may submit questions, request clarification, or request a change to the Draft RFP by submitting a written request to the Contract Officer through BidNet at the link in **Section 3**. 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**.

CDOT will evaluate any questions and/or requests submitted to determine merit but reserves the right to determine whether to respond or accept the requested change at its sole discretion. All questions, requests for clarification, or RFP addendums, and CDOT's response will be posted on BidNet at the link in **Section 3**.

Proposers shall not rely on oral or written instruction changes or clarifications regarding this RFP, unless issued in writing by the CDOT Contract Officer as an addendum to this RFP. Proposers must acknowledge all issued addenda in their submittal and Proposal.

- W. CDOT Accountability and Transparency: Pursuant to Section 24-93-110, (2)(b)(II), C.R.S. during the procurement process, include the justification for selecting the Integrated Project Delivery (IPD) method in any Request for Qualifications and in the Request for Proposals. To meet this requirement, CDOT has provided additional attachments within BidNet at the link in **Section 3**.

4. MINIMUM PROPOSAL REQUIREMENTS

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

- A. Attended the mandatory in-person pre-proposal meeting
- B. Submitted their Proposal by the deadline as shown in **Section 2**.
- C. Be pre-qualified with the CDOT Contracts and Market Analysis Branch within 7 days of the submittal deadline as shown in **Section 2**. Note: 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. Certified that the information and data submitted is true and complete to the best knowledge of the individual signing the cover letter.



E. Included all of the Proposal submittal sections and adhered to all page limits listed in **Section 6**.

5. CDOT'S SELECTION PROCESS:

A. The Contracting Officer transmits the Proposal package to each Selection Panel member through the BidNet platform. The package includes:

- 1) Proposal Scoring Guidelines
- 2) Draft Scope of Work
- 3) Proposal for each Proposer

B. Proposal Short-list Scoring Phases

1) The scoring process consists of two phases; Phase 1 will total 100 points that will only include the Proposal. Phase 1 scoring will be used to determine the Proposers that will move forward to the Interview. Phase 2 will total 100 points that will include the Proposal and the interview, so the proposal scoring criteria will be adjusted as detailed below.

2) Prior to the Selection Panel meeting the following occurs:

- a) Every Selection Panel member evaluates and scores each Proposal independently.
- b) Scoring is based on the criteria in the following table:

1.00	Minimum Score = Unsatisfactory
2.00	Satisfactory Minus
3.00	Meets Requirements = Satisfactory
4.00	Satisfactory Plus
5.00	Maximum Score = Superior

- c) The Civil Rights & Business Resource Center (CRBRC) scores the Small Business Participation section of the Proposal for small business participation in accordance with **Section 7**.

C. Phase 1: Proposal Short-list Scoring Criteria (100%)

1) Each Selection Panel member's individual score (based on the above scoring criteria) is entered into BidNet and the following Proposal section weighting formula is applied:

- a) Project Team (40%)
- b) Firm Capabilities (5%)
- c) Strategic and Innovative Approach (45%)
- d) Small Business Participation (10%)

i. The Selection Panel will not be scoring the Small Business Participation section of the Proposal but rather the CRBRC evaluates and scores the Small Business Participation section of the Proposal based on a variety of factors pertaining to small business participation and contract compliance oversight in accordance with **Section 7**.



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- ii. This is a Project Specific contract and the CRBRC will score the Proposal according to the rubric outlined in **Section 7**.

D. Short-list Selection Panel Meeting

- 1) The Selection Panel reaches a consensus ranking of the Proposers and at a minimum, the top three ranked Proposals will be short-listed and will be eligible to proceed to the mandatory interview phase (Short-listed Proposers). If CDOT receives less than three proposals, all Proposers will proceed to the interview phase.
- 2) The Short-listed Proposers will be given the proposal scores of all teams when short-list notifications are made.

E. Interview Information

- 1) An oral interview will be a mandatory part of the selection process for the short list of Proposers. It is expected that subconsultants, if any, playing a significant role on the Proposer's team be present at the interview.
- 2) Short-listed Proposers will have approximately one week to prepare for the approximate one-hour long interview, and the structure of the interview will be as follows:

a) **Introductory Presentation (10 minutes)**

Summarize the Proposal and describe the Designer's strategic approach and unique resources. The Proposer should communicate strategies and abilities they bring to this CM/GC Project that distinguishes them from the other shortlisted candidates and why they will bring success to the Project. Limit the presentation to what the Designer feels is the most critical points of the Proposal.

b) **Team Challenge (35 minutes)**

The Proposer will be given a written challenge to review and propose a solution to elements in the problem statement. The Proposer will be given 25 minutes to brainstorm a solution and 10 minutes to present a formal response to the Selection Panel. The Team Challenge portion will be completed in front of the Selection Panel, during which brainstorming, teamwork, communication, and team/leadership dynamics will be observed that will be used in the scoring criteria. This challenge scoring will be determined by the following criteria:

- a. Challenge Understanding
- b. Recognition of Key Points and Ideas
- c. Team Collaboration
- d. Communication Skills
- e. Team Dynamics
- f. Understanding of CM/GC Delivery Method
- g. Addressing Project Goals

c) **Question and Answer (15-20 minutes)**

The questions asked in this session will be the same for each Proposer but follow-up questions to clarify Proposer answers will be allowed and may vary between Proposers. The question/answer session will be 15-20 minutes and based on the following criteria:

- a. Project Understanding
- b. Project Approach
- c. Team Capabilities and Roles



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- d. Communication Skills
- e. Understanding of CM/GC Delivery Method

F. Phase 2: Post Interview Scoring Criteria (100%)

- 1) Each Selection Panel member's individual short-list score will be maintained in BidNet but due to the interview phase, the Proposal section weighting will be modified to a total of 65% points, broken down as follows:
 - a) Project Team (15%)
 - b) Firm Capabilities (5%)
 - c) Strategic and Innovative Approach (35%)
 - d) Small Business Participation (10%)
 - i. Proposer should note that the Selection Panel will not be scoring the Small Business Participation section of the Proposal but rather the CRBRC scores the Small Business Participation section of the Proposal based on a variety of factors pertaining to small business participation and contract compliance oversight.
 - ii. This is a Project Specific contract and the CRBRC will score the Proposal according to the rubric outlined in **Section 7**.
- 2) Interview (35%)
 - a) Presentation (5%)
 - b) Team Challenge (15%)
 - c) Question and Answer (15%)

G. Final Selection

- 1) In making the final selection recommendation to the Chief Engineer, the Selection Panel reaches consensus on the ranking of the Short-listed Proposers.
- 2) The Selection Panel provides its recommendation to the Contracting Officer, who obtains the concurrence of CDOT's Contract Administrator, and member of the CDOT Project Management Team.
- 3) The Contracting Officer then provides selection documentation, including the Selection Panel's final ranking, to the Chief Engineer for approval.
- 4) The Chief Engineer's approval is necessary before proceeding with selection notification.

H. Debriefs

All proposers are entitled to a debrief, in person or virtual. The debrief will be a maximum of sixty minutes and the Contracting Officer and at least one member of the panel will be in attendance. Comments and scores of the selection panel will be provided in advance of the meeting.

1. PROPOSAL INSTRUCTIONS:



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- A. All Proposal text including charts, graphs, and figures shall use a minimum font size of 10 Arial. Landscape orientation of 8½” x 11” paper size is permitted where appropriate to improve digital format viewing on computer screens.
- B. Section Page Limits and Scoring
- 1) Cover or Introductory Letter
 - a) 1-page limit (8½” x 11” paper size)
 - 2) Project Team - See Note 1 below
 - 3) Firm Capabilities - See Note 1 below
 - 4) Strategic and Innovative Approach Section – See Note 1 below
 - 5) Small Business Participation Section
 - a) 3-page total limit consisting of:
 - i. Small Business Participation Plan: 1-page limit (8½” x 11” paper)
 - ii. Affidavit Form: 2-page limit (8½” x 11” paper)

Note 1:

The page limit for the combination of the Project Team, Firm Capabilities, and Strategic and Innovative Approach Section shall be a maximum total combined 14-page limit, with an up to 4-page substitution from 8 ½” x 11” paper to 11” x 17” to enhance charts, graphics, and plan sheets.

Note 2:

Should the Proposer wish to include endorsements and/or commendations from third parties, please incorporate them throughout the proposal; full commendation letters are discouraged and will be counted as part of the page count.

- C. Cover or Introductory Letter
- 1) Address the cover or introductory letter to the Contracting Officer:

Cardon Brandt, Contracting Officer
2829 West Howard Place, 3rd Floor
Denver, Colorado 80204
 - 2) Include the following elements of information in the letter as a minimum and highlight these items in bold letters.
 - a) The name of the contract opportunity/RFP to which you are responding.
 - b) Project number and project location, if applicable.
 - c) Statement that the firm is pre-qualified with CDOT and the firm’s pre-qualification expiration date.
 - d) Certification that the information and data submitted is true and complete to the best knowledge of the individual signing the letter.
 - e) Name, telephone number, e-mail address of the individual to contact regarding Proposal.
 - f) CDOT requires signature by an authorized principal, partner, or officer of the firm.



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- 3) No substantive information shall be included in the cover letter. Information provided in cover letters will be used for responsiveness review only and will not be scored by the evaluation panel.
- 4) Cover or Introductory Letter

D. The Proposal will be scored as follows:

D.1. Project Team (Phase 1 - 40 points, Phase 2 – 15 points)

CDOT has outlined a pre-construction design staff structure that would be advantageous based on the size, complexity, length, and scope of the Project. The desired experience and knowledge have been categorized into three tiers as detailed below; Tier I, II, and III team members are considered Key Personnel. Please provide a narrative that will explain the Proposer's team, especially when considering and incorporating the Project Goals and Project duties/requirements stated in the **Draft Scope of Work**. If the Proposer has alternative suggestions, CDOT is amenable to other approaches if they are justified within the proposal.

1) Tier I – Project Management

- i. *Design Principal* – The Design Principal should have ultimate authority over the Design Team and the Design Firm. They will be an Executive Management Member and will be instrumental in structuring the organization of the Design Team for continued success, efficiency, and effectiveness. One staff member should comprise the Design Principal role.
 - This person should have a minimum of 15 years of experience managing projects in the industry and prefer at least one year of experience in alternative delivery in the CDOT environment.
 - Anticipated time commitment: 5-20% throughout the pre-construction phase of the Project and 5% throughout the construction phase of the Project. This person shall remain in this role for the duration of the project and is not permitted to fulfil any Tier II or Tier III responsibilities.
- ii. *Project Manager* – The Project Manager is expected to attend and lead relevant Project meetings and be available at the Co-location office as needed (partial telecommuting is acceptable). This team member will be responsible for the day-to-day success, order, and organization of the Design team. One staff member should comprise the Project Manager role and should have the following skills, experience, and knowledge:
 - This person serves as overall PM for all Pre-construction activities and services and will be the main point of communication between CDOT and the Design team.
 - Works with CDOT to manage the holistic vision and health of the Project by ensuring that scope, decisions, analysis, and budget are consistent with the Project goals and direction. Communication, coordination, and organizational skills will be critical for successful completion.
 - This person should have a minimum of ten years of experience managing projects in the industry, preferred management of large projects with large teams. Additionally, the preferred candidate will



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have at least one year of experience of providing preconstruction input and analysis in the CM/GC environment.

- Anticipated time commitment: 80-100% throughout the pre-construction phase of the Project and 10-30% throughout the construction phase of the Project. This person shall remain in this role for the duration of the project and is not permitted to fulfil any Tier II or Tier III responsibilities.
- 2) Tier II – Key Area Experts: Key Area Experts will be responsible for supporting the Project Manager while also managing their respective key areas to ensure overall success of the Project. All Key Area Experts are expected to attend and lead relevant Project meetings and be available at the Co-location office as needed (partial telecommuting is acceptable). Key Area Experts are expected to have a reasonable level of decision-making authority regarding design decisions and evolution. The following roles are required with associated skills, experience, and knowledge:
- i. Interdisciplinary Design Coordination and Quality Control Expert
 - Responsible for the coordination of all design disciplines to ensure design compatibility, quality, and communication is happening within the design team to produce a cohesive and comprehensive design.
 - Responsible for putting together design comparative analysis, project risk analysis, innovations, cost-saving/best-value design suggestions, and other tools to help the team make critical Project decisions.
 - Responsible for producing and following a design Quality Control and Assurance plan.
 - The preferred candidate will have capabilities and knowledge in multiple key areas, including design progression, design optimization, and in-depth technical expertise that will translate to coordinating the design team and organizing recommendations into succinct and relevant information to aid in sound decision making.
 - Should have a minimum of ten years of industry experience.
 - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person may be committed 50-100% throughout the duration of the design phase of the Project.
 - ii. Design Project Control Expert
 - Responsible for managing design submittals, packaging submittals, and ensuring tasks are completed in a timely manner to meet key milestone delivery dates. This person is responsible for creating and maintaining the pre-construction schedule, as well as a plan for recovery if the schedule has lapsed. This person will also be responsible for overseeing invoicing quality and submittals and be the lead for all aspects of document control in the pre-construction phases.
 - Should have a minimum of five years of industry experience.
 - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person may be committed 50-100% throughout the duration of the design phase of the Project.
 - iii. Design/Construction Cross-Phase Expert
 - Responsible for providing construction and design expertise, innovation, and risk identification during preconstruction services AND



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able to communicate with designers of how to incorporate these concepts into the design. As well as be able to communicate with the CM to ensure comprehensive design concept understanding.

- Should have a minimum of 10 years in the industry with an aptitude to comprehend how the design plans translate to a built environment.
 - The preferred candidate will have capabilities and knowledge in multiple key areas, such as phasing, constructability, sequencing, scheduling, material sourcing, resource balancing, construction means/methods and cost, etc.
 - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person may be committed 50-75% during preconstruction, and 10-20% during construction.
- 3) Tier III - Discipline-Specific Leads: Skill set needed includes leading a group of people within their discipline, assessing, and communicating design options, providing innovative ideas and techniques, assessing risk, and producing cohesive, complete, and accurate design plans and specifications for varying complexity, size, and scope for all construction packages.
- i. Roadway lead
 - ii. Construction & MOT lead
 - iii. Traffic Engineering lead
 - iv. Drainage & Hydraulic lead
 - v. Structural lead
 - vi. Material and Geotechnical lead
 - vii. Utilities lead
 - viii. Intelligent Transportation Systems lead
 - ix. Water Quality and Landscape Architecture lead
 - x. Graphical support
 - xi. Contract support
 - xii. Environmental support
 - xiii. ROW Support (project management, acquisition, and appraisal contingent on the availability of CDOT resources)
 - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, these people may be committed 50-100% during preconstruction, and 5-20% during construction.
 - 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 specific roles with their qualification.
- 4) Design Team Information
- i. For the above Tier I and II team members (five of the Key Personnel), provide the following:
 - 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.
 - Primary operating location



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- Qualifications and experience relevant to this Project, in addition to length of time performing those job duties.
 - Unique attributes and skill set of team members related to the project, making sure to include CM/GC-specific experience and knowledge.
 - Length of time with the firm for each key team member and in length of time for overall experience pertinent to their proposed role.
 - Experience on similar projects working with other proposed team members.
 - Accolades, quotes, and other quick references from clients or others relating to performance on past projects
- ii. For the above Tier III Key Personnel, provide the following:
- Provide current and past job descriptions, responsibilities, and skill set with length of time in those roles.
 - Current home office location.
 - Experience on similar projects working with other proposed team members.
 - Accolades, quotes, and other quick references from clients or others relating to performance on past projects
- iii. For the Key Personnel:
- Provide a graphic showing the organizational structure for Tier I through III members (including CDOT's Project Director, CDOT's construction oversight manager, and CDOT's design oversight manager), complete with specific names and working titles. Provide an explanation of any variation to the anticipated Tier I, II, III-personnel time commitments and roles when compared to percentages stated above.
 - Identify and explain the need for any additional key personnel necessary for the success of the Project.
 - Provide a narrative describing succession planning for team stability and planning for any member of the Project team that leaves during the design phase. Plans for Project ramp-up and ramp-down periods should be discussed as well as handling the expected five-year design and construction duration of the Project.

D.2. Firm Capabilities (Phase 1 - 5 points, Phase 2 – 5 points)

- 1) Provide a concise summary of the firm's size, guiding mission, and disciplines of technical staff. Include appropriate subconsultant firms that would be utilized on the Project. Provide information on the depth and breadth of the prime and sub firms related to resources, experience, and skills that will help deliver a mega, multi-year, alternative delivery project.
- 2) 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, especially considering the CM/GC delivery method. For each listed project or experience please include owner references and contract information; CDOT may at its discretion contact references. Provide at a minimum:
 - i. The project/contract name



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- ii. Project delivery method
- iii. Description of services provided
- iv. Overall program (design, utilities, ROW, and construction) cost and construction cost of project
- v. Description of project schedule performance and packaging if CM/GC project, including initial schedule, and if applicable, reasons for schedule change
- vi. Key assigned in-house staff and their level of involvement
- vii. Relationship with other design firms involved in executing the pre-construction phase and detailed plans for successful integration of new partnerships.
- viii. Reference information (name, email, or phone number) for Owner and Contractor
- ix. Coordination with stakeholders if any
- x. Approach to talent retention as well as fostering equity, diversity, and inclusion with the Team.

D.3. Strategic and Innovative Approach (Phase 1 - 45 points, Phase 2 – 35 points)

The Project will be a CM/GC delivery with incremental funding, which is a dynamic environment that requires strong analysis, risk assessment, innovation, scope management, and strategic decision-making skills. A successful team will need to employ both strategy and innovation throughout the design process to deliver the desired scope with the available funding. Please provide a narrative that will explain the Proposer's philosophy, execution, and tools that will be used for the following, especially when considering and incorporating the Project Goals stated in the **Draft Scope of Work**

1) Strategic Approach

- i. Describe roles and responsibilities of the owner, designer, and CM on this CM/GC Project, especially related to costing, risk, traffic phasing, and recommendations for decision making.
- ii. Discuss your approach in working with CDOT and the CM when producing the design; incorporating real-time constructability feedback and ongoing value engineering input as it relates to innovation, risk, packaging, and scope management in an incremental funding environment.
- iii. Discuss your approach to overall Project phasing and individual construction package phasing, especially when considering factors such as design progression, ROW, utility relocations, funding, phasing, and package severability.
- iv. Discuss your approach to ensure quality, reduce errors and omissions, and to achieve the best value in construction when navigating the iterative design process with short deadlines.
- v. Describe additional unique resources, tools, and capabilities that your company will bring to the CM/GC environment and design and how these unique resources and capabilities will be beneficial in achieving the Project goals.
- vi. Describe your approach to subconsultant management by describing your process for the below-mentioned items.
 - Identify elements of work for subconsultant opportunities and work elements that will be beneficial in reaching the DBE goal.



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- Discuss how you will ensure your subconsultants are capable and will provide work that is within schedule and of the highest quality
 - Describe ways that subconsultants may underperform and how to rectify the situation
- vii. Describe the top two most impactful Project challenges that are anticipated by your firm and how you plan to mitigate the risk of these challenges. Include in the description plans to address constraints.
- viii. Discuss your approach to Project team co-location during the design phase that will provide value and adequate collaboration. This approach may include telecommuting (work from home/firm office), scalability, timing, responsible parties, geographic location, logistics, facilities, equipment, resources, meeting management, etc.
- 2) Innovative Approach
- i. Provide a narrative that describes how your approach to integrating innovation would result in a more efficient and effective Project, especially when considering the Project goals.
 - ii. Provide two ideas of the Proposer's choosing to showcase an innovation, innovative approach, and/or innovative process. Any innovations proposed need to be practical and implementable. If the Proposer has implemented these innovations on other projects, provide the process and results. Innovative ideas will be scored based on concepts given throughout the proposal; innovation scoring will not be limited to this section only.
 - iii. Please note that all innovative ideas presented by the Proposer will be considered proprietary in accordance with the Draft Scope of Work.

D.4. Small Business Participation (Phase 1 - 10 points, Phase 2 - 10 points)

- 1) Include detailed narrative of items of scoring criteria on one-page limit. For more information, **see Section 7.**
- 2) Include two-page Affidavit of Small Business Participation form: For more information, see Section 7 below in the Civil Rights and DBE Contract Requirements. Information on the Affidavit of Small Business Participation form is not used for scoring criteria.
- 3) Letters of intent and/or proof of certification are no longer required to be submitted with the proposal. Letters of intent and PCWs will be required at task order level.
- 4) The Professional Services Good Faith Efforts Report, if applicable, will not count against the page limit.
- 5) The Civil Rights and DBE program is applicable to FHWA-assisted contracts. No DBE goal will be set if the contract is entirely state funded or is funded by non-FHWA federal funding.
- 6) The DBE Goal for this project is 9%.**
- 7) Other Professional Services forms for contracts can be found at: <http://codot.gov/business/civilrights/compliance/prof-services>
- 8) Contact Karen Fujii-Martin at 303-512-4016 or karen.fujii-martin@state.co.us with questions regarding the small business section or B2GNow software system.



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7. DISADVANTAGED BUSINESS ENTERPRISE (DBE) & EMERGING SMALL BUSINESS (ESB) REQUIREMENTS

- A. The following documents are hereby incorporated into **Section 7** of this RFP document depending on the type of contract to be awarded as indicated in **Section 1**, above:
- 1) For Project Specific and Program Specific contracts:
<https://www.codot.gov/business/civilrights/compliance/prof-services/ps-pgs>
 - 2) For Non –Project Specific contracts:
<https://www.codot.gov/business/civilrights/compliance/prof-services/nps>
- B. The related forms can be found at the following web address:
<http://codot.gov/business/civilrights/compliance/prof-services>

8. CONSULTANT SELECTION PROTEST RULES

Protests will be handled as follows:

- A. Any actual or prospective consultant who is aggrieved in connection with a solicitation or award of a contract may protest to the Chief Engineer. The protest shall be submitted in writing within seven working days after the aggrieved person knows or should have known of the facts giving rise to the protest.
- B. The Chief Engineer or designee shall have the authority to settle and resolve a protest of a consultant, 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 consultant, 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.
- C. Entitlement to costs: When a protest is sustained by the Chief Engineer or designee, or upon administrative or judicial review, and the consultant should have been awarded the contract under the solicitation, but was not, the protestor will be entitled to reasonable costs incurred in connection with the solicitation, including SOI/WP preparation costs. No other costs or fees will be permitted or awarded, and reasonable costs and fees will not include attorney's fees.