

Evaluation Manual

**Final Request for Proposals (RFP)
Construction Manager (CM) Services
for the Preconstruction Phase of the Project**

**I-70 Floyd Hill to Veterans Memorial Tunnels
Mile Point (MP) 241 to MP 249**



PROJECT NUMBERS: NHPP 0703-446/FBR 0703-457

PROJECT LOCATION: I-70 near Idaho Springs, CO

PROJECT CODE: 21912/22716

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Colorado Department of Transportation
2829 West Howard Place
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1.0 INTRODUCTION AND PURPOSE

This document (“Evaluation Manual”) provides the methodology and criteria for evaluation of the Proposals received in response to the Final Request for Proposals (RFP) for Construction Manager (“CM”) Services for the preconstruction phase of the I-70 Floyd Hill to Veterans Memorial Tunnels Project (“Project”). The Final RFP was issued by the Colorado Department of Transportation (CDOT) on October 19, 2021. The purpose of this Evaluation Manual is to provide a fair and uniform basis for the evaluation of the Proposals.

2.0 CONFIDENTIALITY AND NON-DISCLOSURE REQUIREMENTS

This Evaluation Manual, evaluation materials, evaluation documentation, and evaluation notes contain sensitive information and shall not be publicly disclosed unless otherwise provided by statute or regulation. Members of the Evaluation Team shall keep all documentation (including electronic documentation) secured at all times and at the conclusion of the evaluation process, members of the evaluation team will not be permitted to retain any work papers or any part of the Proposals.

It is important that members of the Evaluation Team shall carefully guard the Proposals and any information designated as “proprietary” or “confidential” by any to avoid release of information contained in such documents.

Information regarding the contents of the Proposals, the deliberations by the Coordination Team, Evaluation Team, Interview Evaluation Team, any recommendations to the Executive Oversight Committee, or any other information relating to the evaluation process will not be released or publicly disclosed by any person with access to this information without the authorization of the Colorado Attorney General’s Office.

Each person with access to the Proposals, including the Executive Oversight Committee, Coordination Team, Proposal Evaluation Teams, Interview Evaluation Team, Responsiveness Facilitator, Technical Advisors, and Observers will be required to complete and sign a Confidentiality and Non-Disclosure Agreement and a Conflict of Interest Certification and deliver the completed and signed agreement to the Responsiveness Facilitator.

3.0 EVALUATION MANUAL TRAINING MEETING

The Alternative Delivery Program Manager shall schedule and conduct an Evaluation Manual Training Meeting prior to Proposals being distributed to any members of the following: Executive Oversight Committee, Coordination Team, Proposal Evaluation Teams, Interview Evaluation Team, Responsiveness Facilitator, Technical Advisors, and Observers.

The intent of the Evaluation Manual Training Meeting is to review and discuss the Evaluation Manual to ensure that all above members understand all aspects of the Evaluation Manual. The Alternative Delivery Program Manager will perform this training with oversight from the Colorado Attorney General’s Office.

4.0 EVALUATION MANUAL RESPONSIBILITIES

4.1 CDOT Chief Engineer

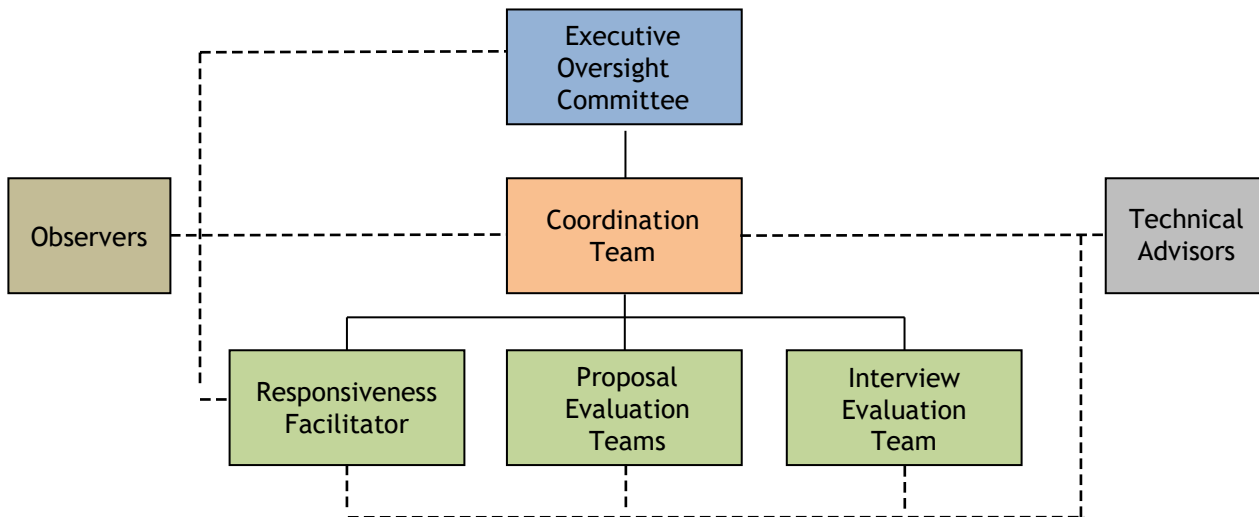
For Clarity, the Chief Engineer is not a member of the Executive Oversight Committee. The Chief Engineer’s responsibilities and duties for the Proposal evaluation process include:

- Reviewing and authorizing the recommendation to award the contract to the Successful Proposer or rejecting the recommendation to award the contract to the Successful Proposer. This recommendation is set forth to the Chief Engineer by the Executive Oversight Committee.
- Settling and resolving any Proposal protest in accordance with the process described within the Final Request for Proposal (Final RFP).

4.2 Evaluation Manual Organizational Structure

The overall organizational chart for the Evaluation Manual is shown in Figure 1 of this Evaluation Manual.

Figure 1 - Organizational Chart



4.3 Executive Oversight Committee

The Executive Oversight Committee is identified in Table 1 of this Evaluation Manual. The responsibilities and duties of the Executive Oversight Committee for the Proposal evaluation process include:

- Approving this Evaluation Manual.
- Ensuring the evaluation process is properly conducted by overseeing the process and providing general guidance and instructions to the Coordination Team.
- Completing the Executive Oversight Committee evaluation process requirements as identified in **Section 6** of this Evaluation Manual.

Table 1 - Executive Oversight Committee

| Member Name | Member Organization | Division |
|-------------|---|-------------------|
| ██████████ | CDOT | Region 1 |
| ██████████ | CDOT | Headquarters |
| ██████████ | Statewide Bridge and Tunnel Enterprise | Headquarters |
| ██████████ | High Performance Transportation Enterprise (HPTE) | Headquarters |
| ██████████ | Attorney General’s Office | Transportation |
| ██████████ | Federal Highway Administration (FHWA) | Colorado Division |

4.4 Coordination Team Leader

The Coordination Team Leader is identified in **Table 2** of this Evaluation Manual and is also the Project Director. The Coordination Team Leader’s responsibilities and duties for the Proposal evaluation process include:

- Responsible for the overall coordination of the evaluation process.
- Understanding the Final RFP requirements.
- Ensuring the Executive Oversight Committee, Coordination Team, Proposal Evaluation Teams, Interview Evaluation Team, Responsiveness Facilitator, Technical Advisors, and Observers complete the Evaluation Manual training and follow the Evaluation Manual process.
- Ensuring that Proposal Evaluation Teams and Interview Evaluation Team are diverse and eliminate undue influence by any single evaluator.
- Ensuring the evaluation process is properly conducted by overseeing the process and providing general guidance and instructions to the Coordination Team, Proposal Evaluation Teams, Interview Evaluation Team, Responsiveness Facilitator, Technical Advisors, and Observers.
- Ensuring the timely progress of the evaluation and ensure appropriate records of the evaluation are maintained.
- Completing the Coordination Team Leader evaluation process requirements as identified in **Section 6** of this Evaluation Manual.

4.5 Coordination Team

The Coordination Team is identified in **Table 2** of this Evaluation Manual. The Coordination Team’s responsibilities and duties for the Proposal evaluation process include:

- Understanding the Final RFP requirements.
- Ensuring the Proposal Evaluation Teams follow the Evaluation Manual.
- Completing the Coordination Team evaluation process requirements as identified in **Section 6** of this Evaluation Manual.

¹ As a representative of FHWA, Melinda Urban will not participate in the Executive Oversight Committee’s decisions to select Shortlisted Proposers or a Successful Proposer pursuant to **Section 6.2.3** and **Section 8.2** of this Evaluation Manual but will participate in FHWA’s concurrence with Successful Proposer as contemplated by **Section 8.2** of this Evaluation Manual.

Table 2 - Coordination Team

| Member Name | Member Organization | Division |
|-------------|---------------------|--------------|
| ██████████ | CDOT | Region 1 |
| ██████████ | CDOT | Region 1 |
| ██████████ | CDOT | Headquarters |

4.6 Proposal Evaluation Team Leaders

Each Proposal Evaluation Team Leader is identified in **Table 3** of this Evaluation Manual. The Proposal Evaluation Team Leader’s responsibilities and duties for the Proposal evaluation process include:

- Understanding the Final RFP requirements.
- Serving as the point of contact for their Proposal Evaluation Team if a Proposal Evaluation Team member has questions or encounters issues relative to the Proposal evaluations.
- Coordinating the need and participation of Technical Advisors for their Proposal Evaluation Team.
- Ensuring the timely progress of their Proposal Evaluation Team, coordinate any necessary Proposal Evaluation Team meetings, and maintain appropriate records of the evaluation
- Ensuring all discussions of their Proposal Evaluation Team do not include information not presented in the Proposals and are not prejudice or capricious.
- Completing the Proposal Evaluation Team Leader evaluation process requirements as identified in **Section 6** of this Evaluation Manual.

4.7 Proposal Evaluation Teams

Each Proposal Evaluation Team is identified in **Table 3** of this Evaluation Manual. The Proposal Evaluation Team’s responsibilities and duties for the Proposal evaluation process include:

- Understanding the Final RFP requirements.
- Completing the Proposal Evaluation Team evaluation process requirements as identified in **Section 6** of this Evaluation Manual.

Table 3 - Proposal Evaluation Teams

| Member Name | Member Organization | Division |
|---|---------------------|--------------|
| Team 1 - Project Management Team Evaluation Team | | |
| ██████████ | CDOT | Headquarters |
| ██████████ | CDOT | Region 1 |
| ██████████ | HPTE | Headquarters |
| ██████████ | CDOT | Region 1 |
| Team 2 - Contractor Capability Evaluation Team | | |
| ██████████ | CDOT | Region 1 |
| ██████████ | CDOT | Region 3 |
| ██████████ | CDOT | Region 4 |
| ██████████ | CDOT | Region 5 |
| Team 3 - Strategic Project Approach Evaluation Team | | |
| ██████████ | CDOT | Region 1 |
| ██████████ | CDOT | Region 1 |
| ██████████ | CDOT | Region 1 |
| ██████████ | CDOT | Headquarters |
| Team 4 - Approach to Risk, Schedule, and Pricing Evaluation Team | | |
| ██████████ | CDOT | Region 1 |
| ██████████ | CDOT | Region 3 |
| ██████████ | CDOT | Region 4 |
| ██████████ | CDOT | Region 5 |

4.8 Interview Evaluation Team

The Interview Evaluation Team is identified in **Table 4** of this Evaluation Manual. The Interview Evaluation Team’s responsibilities and duties for the Proposal evaluation process include:

- Understanding of Final RFP requirements.
- Completing the Interview Evaluation Team evaluation process requirements as identified in **Section 7** of this Evaluation Manual.

Table 4 - Interview Evaluation Team

| Member Name | Member Organization | Division |
|-------------|---------------------|--------------|
| [REDACTED] | CDOT | Region 1 |
| [REDACTED] | CDOT | Region 1 |
| [REDACTED] | CDOT | Headquarters |
| [REDACTED] | CDOT | Region 1 |
| [REDACTED] | CDOT | Headquarters |
| [REDACTED] | CDOT | Region 1 |
| [REDACTED] | CDOT | Region 1 |

4.9 Responsiveness Facilitator

The Responsiveness Facilitator is the Contract Officer listed in the Final RFP, Roberta Lopez. The Responsiveness Facilitator’s responsibilities and duties for the Proposal evaluation process include:

- Understanding the Final RFP requirements.
- Compiling Confidentiality and Non-Disclosure Agreement and a Conflict of Interest Certification for the Executive Oversight Committee, Coordination Team, Proposal Evaluation Teams, Interview Team, Responsiveness Coordinator, Technical Advisors, and Observers.
- Upon receipt of the Proposals, conducting a Responsiveness Review of each Proposal to determine the responsiveness sufficiency in accordance with the Final RFP.
- Completing the Responsiveness Facilitator evaluation process requirements as identified in **Section 6** of this Evaluation Manual.

4.10 Observers

The Observers are identified in **Table 5** of this Evaluation Manual. The Observer’s responsibilities and duties for the Proposal evaluation process include:

- Understanding the Final RFP requirements.
- Reviewing the Proposals.
- Attending the Proposal Evaluation Team Meetings, Proposal Coordination Team Meeting, Executive Oversight Committee Shortlisted Proposal Evaluation Meeting, and Executive Oversight Committee Proposal and Interview Evaluation Meeting as discussed in **Section 6** of this Evaluation Manual.

- Note: The Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, will be an Observer but will also validate the various scoring forms as noted within this Evaluation Manual.
- Note: Observers will not provide evaluation scores or opinions.

Table 5 - Observers

| Member Name | Member Organization | Division |
|-------------|---|--|
| [REDACTED] | CDOT | Headquarters |
| [REDACTED] | CDOT | Headquarters |
| [REDACTED] | CDOT | Headquarters |
| [REDACTED] | FHWA | Colorado Division |
| [REDACTED] | Project Leadership Team | N/A |
| [REDACTED] | Colorado Office of the State Controller | Department of Personnel & Administration |

4.11 Technical Advisors

The Coordination Team, Proposal Evaluation Teams, and Interview Evaluation Team may request the input of a Technical Advisor to advise on discrete matters with respect to the evaluation process. Those Technical Advisors that have been identified prior to the commencement of the evaluation process are listed in **Table 6** of this Evaluation Manual.

Additional Technical Advisors may be designated at any time during the evaluation process by the Coordination Team Leader if matters requiring expert input are identified during the process that are not within the area of the expertise of Technical Advisors listed in **Table 6** of this Evaluation Manual. Technical Advisors have certain responsibilities and duties that include:

- Understanding the Final RFP requirements.
- Reviewing the Proposals.
- Providing technical expertise on specific items as requested by the Coordination Team, Proposal Evaluation Teams, and Interview Evaluation Team.
- Note: Technical Advisors will not provide evaluation scores.

Table 6 - Technical Advisors

| Member Name | Member Organization | Technical Advisor Area of Expertise |
|-------------|---------------------|-------------------------------------|
| [REDACTED] | CDOT - Headquarters | Structures |
| [REDACTED] | CDOT - Headquarters | Structures |
| [REDACTED] | CDOT - Headquarters | Structures |
| [REDACTED] | CDOT - Region 1 | Traffic |
| [REDACTED] | CDOT - Headquarters | Project Controls |

² As a representative of The Federal Highway Administration (FHWA), Spencer Tucker will not participate in the Executive Oversight Committee’s decisions to select Shortlisted Proposers or a Successful Proposer pursuant to **Section 6.2.3** and **Section 8.2** of this Evaluation Manual but will participate in FHWA’s concurrence with Successful Proposer as contemplated by **Section 8.2** of this Evaluation Manual.

5.0 EVALUATION SCHEDULE

The proposed schedule for the Proposal evaluation process is identified in **Table 7** of this Evaluation Manual. CDOT is fully committed to delivering the Project and meeting the milestones shown in the table below. CDOT does reserve the right to modify the timeframes if it is determined by CDOT to be in the best interest of the State, and the Project.

Table 7 - Proposal Evaluation Schedule

| Evaluation Milestones | Date |
|--|-------------------------------|
| Evaluation Manual Approved by the Executive Oversight Committee | 11/04/2021 8:00AM |
| Evaluation Manual Training Meeting | 11/04/2021 9:00AM |
| Submit <u>Confidentiality and Non-Disclosure Agreement</u> and a <u>Conflict of Interest Certification</u> | 10/29/2021 |
| Proposals Deadline | 11/05/2021 by 2:00PM |
| Responsiveness Review Completed | 11/09/2021 by 2:00PM |
| Distribution of Proposals | 11/08/2021 thru 11/09/2021 |
| Proposal Evaluation Team Meetings Completed | 12/03/2021 |
| Proposal Coordination Team Meeting Completed | 12/08/2021 |
| Shortlisted Proposal Evaluation Concurrence Memorandum provided to Executive Oversight Committee | 12/13/2021 |
| Executive Oversight Committee Shortlisted Proposal Evaluation Meeting | 12/16/2021 |
| Notification of Shortlisted Proposers sent to all Proposers | 12/17/2021 |
| Shortlisted Proposers Interviews (In-Person) | 01/13/2022 |
| Interview Evaluation Team Meeting Completed | 01/14/2022 |
| Proposal and Interview Evaluation Concurrence Memorandum provided to Executive Oversight Committee | 01/17/2022 |
| Executive Oversight Committee Proposal and Interview Evaluation Meeting | 01/19/2022 |
| Executive Oversight Committee Concurrence & Chief Engineer Approval | 01/20/2022 |
| Notification of Successful Proposer | 01/20/2022 |

6.0 PROPOSAL EVALUATION PROCESS

The Proposal evaluation process shall be conducted in accordance with the steps within **Section 6** of this Evaluation Manual. The Evaluation Manual flowchart is included in **Figure 2** of this Evaluation Manual.

6.1 Proposal Evaluation Process - Step 1

Upon CDOT's receipt of the Proposals, the Responsiveness Facilitator will conduct a Responsiveness Review of each Proposal in accordance with the process identified below, to determine the responsiveness sufficiency of each Proposal.

- The Responsiveness Review will be conducted in accordance with the Final RFP and the Responsiveness Checklist identified in **Appendix A** of this Evaluation Manual.
- The Responsiveness Facilitator, with concurrence of the Coordination Team Leader, may issue a Request for Clarification to a Proposer to solicit supplemental information.
- The Coordination Team Leader will evaluate the Request for Clarification issued by the Responsiveness Coordinator and determine if the purpose of the request falls within reason to the criteria listed below:
 - Resolves any minor uncertainties or obtain clarification concerning the Proposal's responsiveness.
 - Resolves any suspected mistakes unrelated to the technical content of the Proposal by calling the suspected mistake to the attention of the Proposer.
 - Provides the Proposer a reasonable opportunity to submit clarifications that are a result of the Request for Clarification in relation to the Proposal responsiveness review, unrelated to a technical evaluation of its Proposal content.
- If the Responsiveness Facilitator determines that a Proposal (including any Request for Clarification responses) is non-responsive, the Responsiveness Facilitator will recommend to the Coordination Team Leader that CDOT declare the Proposal non-responsive.
- If the Coordination Team Leader agrees with the Responsiveness Facilitator's non-responsive recommendation, the Coordination Team Leader shall draft a notice for the Executive Oversight Committee's approval. If the Coordination Team Leader does not agree with the Responsiveness Facilitator's non-responsive recommendation, the Coordination Team Leader shall elevate the decision to the Executive Oversight Committee.
- Upon Executive Oversight Committee concurrence of the notice, the notice will be issued to the appropriate Proposer by the Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director. If the Executive Oversight Committee does not agree with the notice, the Proposal shall be deemed responsive.
- Proposals that are deemed non-responsive will not be evaluated or scored.
- Proposals that are deemed responsive will be evaluated and scored.

6.2 Proposal Evaluation Process - Step 2

For all Proposals that are deemed responsive, Step 2 of the evaluation process will begin in accordance with the process identified below.

6.2.1 Proposal Evaluation Team Process³

- Each Proposal Evaluation Team member shall review the entire Proposal with focus on their respective assigned Proposal Section to determine the merits of each Proposer's overall approach to meeting the requirements of the Final RFP.
- Each Proposal Evaluation Team member shall complete an assessment of "Significant" or "Minor" Strengths and Weaknesses, as defined in **Appendix B** of this Evaluation Manual, of their respective assigned Proposal Section using the respective Proposal Evaluation Team Worksheet located in **Appendix C** of this Evaluation Manual. Each Proposal Evaluation Team member shall provide documentation of the "Significant" or "Minor" Strengths and Weaknesses by documenting comments in the Proposal Evaluation Team Worksheet, of which the comments should be specific and not generalized.
- Each Proposal Evaluation Team member shall determine a corresponding score as defined in **Appendix B** of this Evaluation Manual as evidenced through their above assessment. This rating shall also be recorded on the Proposal Evaluation Team Worksheet.
- Each Proposal Evaluation Team Leader shall schedule and conduct a Proposal Evaluation Team Meeting with their respective Proposal Evaluation Team. This meeting will be used to verify the documented Strengths, Weaknesses, and scores of the individual Proposal Evaluation Team members and of the Proposal Evaluation Team Leader.
- Upon verification, the Proposal Evaluation Team Leader will average the individual Proposal Evaluation Team member's scores to arrive at a consensus score for their respective Proposal Section using the Proposal Evaluation Team Consensus Score Spreadsheet located in **Appendix E** of this Evaluation Manual. The Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, shall validate the spreadsheet.
- Each Proposal Evaluation Team Leader shall present their Proposal Evaluation Team's consensus Strengths, Weaknesses, and score to the Coordination Team at the Proposal Coordination Team Meeting. See below for information regarding the Proposal Coordination Team Meeting.

6.2.2 Coordination Team Process

- Each Coordination Team member shall review the entire Proposal to determine the merits of each Proposer's overall approach to meeting the requirements of the Final RFP.
- Each Coordination Team member shall complete an assessment of "Significant" or "Minor" Strengths and Weaknesses, as defined in **Appendix B** of this Evaluation Manual, using the Coordination Team Worksheet located in **Appendix D** of this Evaluation Manual. Each Coordination Team member shall provide documentation of the "Significant" or "Minor" Strengths and Weaknesses by documenting comments in the Coordination Team Worksheet, of which the comments should be specific and not generalized.
- The Coordination Team Leader shall schedule and conduct the above-mentioned Proposal Coordination Team Meeting that will include the Coordination Team, Proposal Evaluation Team Leaders, Observers, and Technical Advisors (if requested). The Proposal Evaluation Team Leaders shall present their individual team's consensus findings at a high level and discuss the information presented with the Coordination Team and gauge how their findings align with each Coordination

³ Pursuant to Section 24-93-110, (1), C.R.S. The Department of Transportation shall not exclude a participating entity from a short list, prepared and announced by the Department as required by Section 24-93-105 (2), of responding participating entities that have been determined to be most qualified to receive a request for proposals for an IPD contract for a public project based solely on the participating entity's lack of experience in delivering a public project in the State by the IPD method to be used for the public Project.

Team member's findings.

- Upon overall validation at the Proposal Coordination Team Meeting, the Coordination Team Leader will apply the maximum number of points available for all Proposal Sections of the Proposal Evaluation Process for each Proposal using the Coordination Team Proposal Evaluation Consensus Score Spreadsheet located in **Appendix F** of this Evaluation Manual. This process will calculate the Proposal Evaluation Score for each Proposal. The Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, shall validate the spreadsheet.
- Once the Proposal Evaluation score is calculated for each Proposal, the Coordination Team Leader shall rank the Proposals using the Coordination Team Proposal Evaluation Shortlist Consensus Score Spreadsheet located in **Appendix G** of this Evaluation Manual. The Coordination Team Leader shall then determine the recommended Shortlisted Proposers in accordance with the Final RFP. The Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, shall validate the spreadsheet.
- The Coordination Team Leader will complete the Shortlisted Proposal Evaluation Concurrence Memorandum and provide it to the Executive Oversight Committee.

6.2.3 Executive Oversight Committee Process

- The Coordination Team Leader shall deliver the Shortlisted Proposal Evaluation Concurrence Memorandum to the Executive Oversight Committee 48-hours in advance of the Executive Oversight Committee Shortlisted Proposal Evaluation Meeting. The Coordination Team shall attend this meeting and the Coordination Team Leader shall schedule this meeting.
- The Coordination Team shall present the Shortlisted Proposal Evaluation Concurrence Memorandum to the Executive Oversight Committee at the Executive Oversight Committee Shortlisted Proposal Evaluation Meeting. The Executive Oversight Committee Chairperson may request that any member of the Coordination Team answer questions from the Executive Oversight Committee on the evaluation process and results.
- The Executive Oversight Committee Chairperson, with consensus of the Executive Oversight Committee, shall provide concurrence of the recommended Shortlisted Proposers⁴.
- Representatives of the Federal Highway Administration (FHWA) and Observers may attend the Executive Oversight Committee Shortlisted Proposal Evaluation Meeting. However, no such representative or Observer will participate in the Executive Oversight Committee's decision regarding the list of Shortlisted Proposers.
- The Coordination Team Leader shall inform the Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, to notify all Proposers of the results. The Shortlisted Proposers will then proceed to the interviews. Interview instructions will be included in the notification to the Shortlisted Proposers.

⁴ Pursuant to Section 24-93-110, (1), C.R.S. The Department of Transportation shall not exclude a participating entity from a short list, prepared and announced by the Department as required by Section 24-93-105 (2), of responding participating entities that have been determined to be most qualified to receive a request for proposals for an IPD contract for a public project based solely on the participating entity's lack of experience in delivering a public project in the State by the IPD method to be used for the public Project.

7.0 INTERVIEW EVALUATION PROCESS

Only Shortlisted Proposers are eligible to participate in the Interview phase. The Interview evaluation process shall be conducted in accordance with the steps within **Section 7** of this Evaluation Manual. The Evaluation Manual flowchart is included in **Figure 2** of this Evaluation Manual.

7.1 Interview Evaluation Team

Each Interview Evaluation Team member shall attend the interviews and conduct the Interview evaluation in accordance with the process identified below.

- The Contract Officer, or a substituted Contract Officer approved by the Project Director, listed in the Final RFP will be facilitate the interviews.
- It is expected that all interviews will be conducted in-person. Each Interview Evaluation Team member is expected to attend the interviews in-person. If a Proposer team member is unable to attend the Interview in-person, the Project Director must approve the request to attend the Interview virtually. If an Interview Evaluation Team member is unable to attend the Interview in-person, the Project Director may either substitute the Interview Evaluation Team member or approve the Evaluation Team member to attend the Interview virtually.
- Each Interview Evaluation Team member shall observe the Interview to determine the merits of each Proposer’s overall responsiveness and approach to meeting the requirements of the Final RFP.
- Each Interview Evaluation Team member shall complete an assessment of “Significant” or “Minor” Strengths and Weaknesses, as defined in **Appendix B** of this Evaluation Manual, of the Interview using the Interview Evaluation Team Worksheet located in **Appendix H** of this Evaluation Manual. Each Interview Evaluation Team member shall provide documentation of the “Significant” or “Minor” Strengths and Weaknesses by providing documenting comments in the Interview Evaluation Team Worksheet, of which the comments should be specific and not generalized. This shall be completed for the presentation, team challenge, and question and answer session of the Interview.
- Each Interview Evaluation Team member shall determine a corresponding score as defined in **Appendix B** of this Evaluation Manual as evidenced through their above assessment. This shall be completed for the presentation, team challenge, and question and answer session of the Interview. The scoring shall also be recorded on the Interview Evaluation Team Worksheet.
- The Coordination Team Leader (for clarity, this is the same person as the Interview Evaluation Team Leader) will schedule and facilitate an Interview Evaluation Team Meeting. The Coordination Team Leader will lead the discussion of Strengths, Weaknesses, and scores of each Shortlisted Proposer and ensure that each Interview Evaluation Team member has opportunity to express their perspectives in the meeting.
- Upon verification, the Coordination Team Leader will average the individual Interview Evaluation Team member’s scores to arrive at consensus scores for the Interview Evaluation Team using the Coordination Team Interview Evaluation Team Consensus Score Spreadsheet located in **Appendix I** of this Evaluation Manual. This shall be completed for the presentation, team challenge, and question and answer session of the Interview. The Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, shall validate the spreadsheet.
- Upon overall validation at the Interview Evaluation Team Meeting, the Coordination Team Leader will apply the maximum number of points available for all Interview Sections of the Interview evaluation process for each Proposal using the Coordination Team Total Score Spreadsheet located in **Appendix J** of this Evaluation Manual. This process will calculate the Interview Evaluation Score for each Proposal. The Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, shall validate the spreadsheet.

8.0 TOTAL SCORE PROCESS

The following procedure outlines the Total Score process to be followed to complete the overall evaluation process. The Evaluation Manual flowchart is included in **Figure 2** of this Evaluation Manual.

8.1 Coordination Team Leader Process

- The Coordination Team Leader will calculate the Total Score by adding the Proposal Evaluation score and the Interview Evaluation score for each Shortlisted Proposer using the Coordination Team Total Score Spreadsheet located in **Appendix J** of this Evaluation Manual (for clarity, this is the same spreadsheet as mentioned above). The Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, shall validate the spreadsheet.
- Once the Proposal Total Score is calculated for each Shortlisted Proposer, the Coordination Team Leader shall rank the Shortlisted Proposers using the Coordination Team Final Ranking of Shortlisted Proposers Spreadsheet located in **Appendix K** of this Evaluation Manual. The Coordination Team Leader shall then determine the recommended highest ranked Shortlisted Proposer in accordance with the Final RFP. The Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, shall validate the spreadsheet.
- The Coordination Team Leader will complete the Proposal and Interview Evaluation Concurrence Memorandum and provide it to the Executive Oversight Committee.

8.2 Executive Oversight Committee Process

- The Coordination Team Leader shall deliver the Proposal and Interview Evaluation Concurrence Memorandum to the Executive Oversight Committee 48-hours in advance of the Executive Oversight Committee Proposal and Interview Evaluation Meeting. The Coordination Team shall attend this meeting and the Coordination Team Leader shall schedule this meeting.
- The Coordination Team shall present the Proposal and Interview Evaluation Concurrence Memorandum to the Executive Oversight Committee at the Executive Oversight Committee Proposal and Interview Evaluation Meeting. The Executive Oversight Committee Chairperson may request that any member of the Coordination Team answer questions from the Executive Oversight Committee on the evaluation process and results.
- The Executive Oversight Committee Chairperson, with consensus of the Executive Oversight Committee, shall provide concurrence of the highest ranked Proposer. The highest ranked Proposers will now be referred to as the Successful Proposer.
- Representatives of the Federal Highway Administration (FHWA) and Observers may attend the Executive Oversight Committee Proposal and Interview Evaluation Meeting. However, no such representative or Observer will participate in the Executive Oversight Committee's decision regarding the selection of the Successful Proposer. FHWA concurrence with the selection of the Successful Proposer will be required prior to award.
- The Coordination Team Leader shall inform the Contract Officer listed in the Final RFP, or a substituted Contract Officer approved by the Project Director, to notify all Proposers of the results and post the final results.

Figure 2 -Evaluation Manual Flow Chart

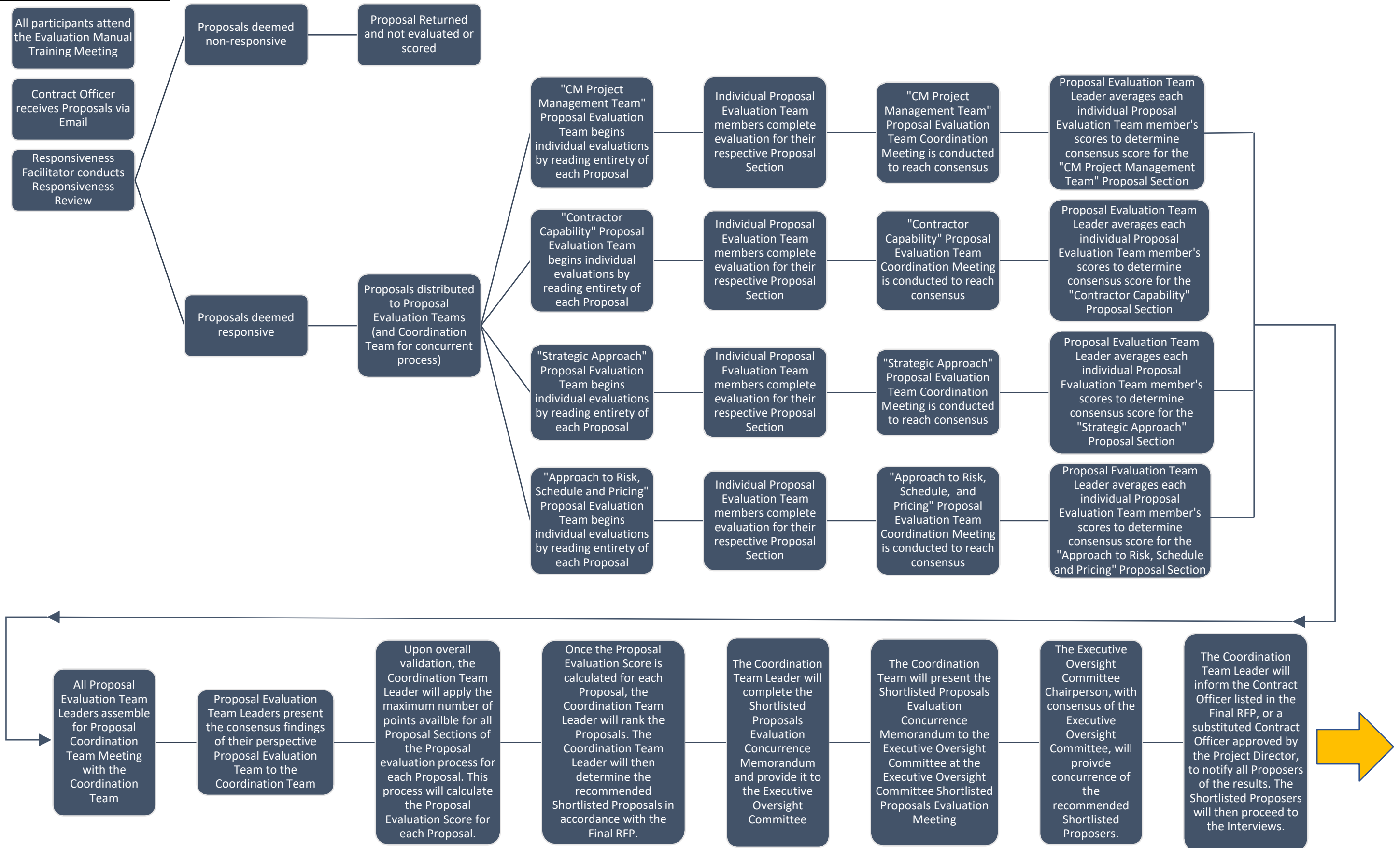
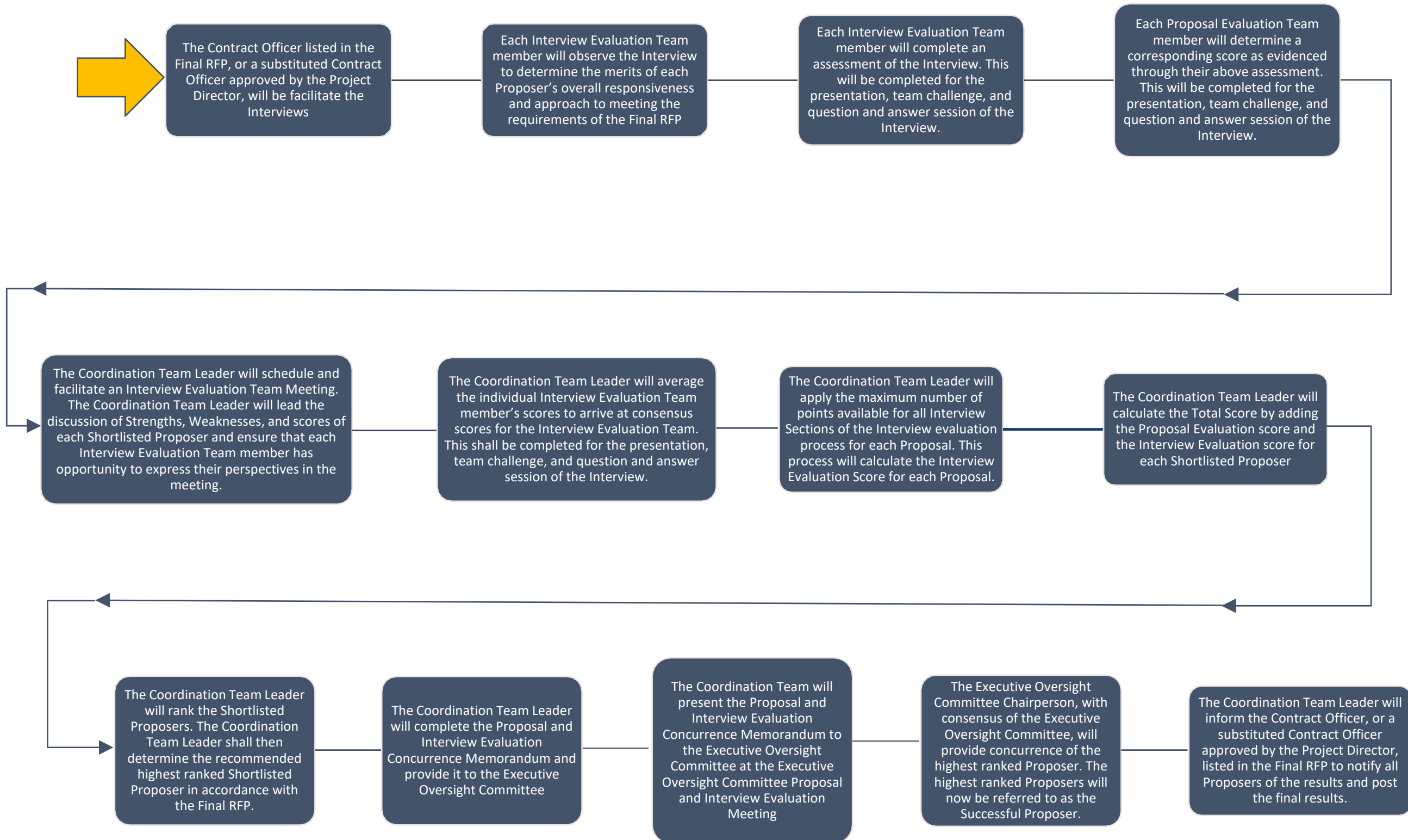


Figure 2 -Evaluation Manual Flow Chart (continued)



APPENDIX A - PROPOSAL RESPONSIVENESS CHECKLIST

| <u>Requirements</u> | <u>Final RFP Section</u> | <u>Yes</u> | <u>No</u> |
|---|--------------------------|------------|-----------|
| Mandatory Pre-Proposal Meeting 10/6/2021 | 2.4 | | |
| Timely Proposal Submission 11/5/2021 | 2.9.A | | |
| Electronic (PDF) file | 2.9.A | | |
| Formatted with section headers/tabs in the exact form and alphanumeric sequence of Section 3.1.A | 2.9.B | | |
| Minimum font size of 11 Times New Roman and a minimum font size of 10 Times New Roman on charts, graphs, and figures | 2.9.B | | |
| Introductory Letter (2-page 8.5"x11") | 2.9.B | | |
| Proposal Section (13-page 8.5"x11" and 5 11x17) 18 pages total | 2.9.B | | |
| Appendix Section (10-page - 8.5x11): Surety Letters (no pg limit), evidence of insurability (no pg limit), resumes and references (20 pg), Maximum CM Compensation (Form B-1 1pg), MPPC (Form B-2 1pg and Appendix C - 2 pg). | 2.9.B | | |
| Supplemental Section (5 pg 8.5"x11" or 11"x17") for risk assessments, Cost Model examples, processes, and additional photos, exhibits, or schedules | 2.9.B | | |
| Commendation Section (5-page - 8.5x11) awards or letters of recommendations | 2.9.B | | |
| Demonstrated Bonding Capacity of up to \$525M. Letters indicating "unlimited" bonding/security capability are not acceptable | 2.2.B | | |
| Demonstrated Insurability per Stand Spec 107.15. not required to provide Professional Liability insurance certificates | 2.2.C | | |
| Prequalified with CDOT Greater than \$20M | 2.2.D | | |
| Current history regarding debarment, eligibility, indictments, convictions, or civil judgments | 2.2.D | | |
| Anti-Collusion Affidavit | 2.2.F | | |

| | |
|------------------------------------|---------------------------------------|
| Proposer: | |
| Responsiveness Facilitator: | |
| Date: | |
| This Proposal is determined to be: | Responsive _____ Non-Responsive _____ |

APPENDIX B - STRENGTHS/WEAKNESSES/SCORING

Proposal Evaluation and Interview Evaluation Scoring Notes:

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

APPENDIX B - STRENGTHS/WEAKNESSES/SCORING (CONTINUED)

| Evaluation Assessment Guidelines | |
|--|--|
| Selection Panel members will individually evaluate and score their assigned proposal category in accordance with the evaluation criteria set forth in this RFP and assign a numerical score according to the scoring methodology listed below. | |
| Score | Description |
| 5 | <p>The Proposer demonstrates several Significant Strengths and/or several Minor Strengths, has no Significant Weaknesses or no Minor Weaknesses regarding the following bullets:</p> <ul style="list-style-type: none"> ● The Proposer’s understanding of and approach to meeting the Project Goals. ● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category. ● The Proposer communicates a commitment to quality for all phases of the Project. ● The Proposer’s qualifications. <p>The response supports an extremely strong expectation of successful Project performance if ultimately selected as the CM.</p> |
| 4 | <p>The Proposer demonstrates several Minor Strengths and/or few Significant Strengths, has few Minor Weaknesses and no Significant Weaknesses regarding the following bullets:</p> <ul style="list-style-type: none"> ● The Proposer’s understanding of and approach to meeting the Project Goals. ● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category. ● The Proposer communicates a commitment to quality for all phases of the Project. ● The Proposer’s qualifications. <p>The possibility exists that if selected, the Proposer may offset the Weakness of the response with their strengths. However, their minor weakness could slightly affect the success of the Project.</p> |
| 3 | <p>The Proposer demonstrates several Minor Strengths and no Significant Strengths, has several Minor Weaknesses and few Significant Weaknesses regarding the following bullets:</p> <ul style="list-style-type: none"> ● The Proposer’s understanding of and approach to meeting the Project Goals. ● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category. ● The Proposer communicates a commitment to quality for all phases of the Project. ● The Proposer’s qualifications. <p>The possibility exists that if selected, the Proposer’s Weaknesses could have an adverse effect on the success of the Project.</p> |
| 2 | <p>The Proposer demonstrates few Minor Strengths and no Significant Strengths, has several Minor Weaknesses and/or several Significant Weaknesses that demonstrate deficiency regarding the following bullets:</p> <ul style="list-style-type: none"> ● The Proposer’s understanding of and approach to meeting the Project Goals. ● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category. ● The Proposer communicates a commitment to quality for all phases of the Project. ● The Proposer’s qualifications. <p>It is probable that if selected, the Proposer’s Weaknesses will have an adverse effect on the success of the Project.</p> |
| 1 | <p>The Proposer demonstrates no Minor Strengths and no Significant Strengths, has several Minor Weaknesses and/or several Significant Weaknesses regarding the following bullets:</p> <ul style="list-style-type: none"> ● The Proposer’s understanding of and approach to meeting the Project Goals. ● The Proposer’s understanding of and approach to meeting the stated requirements and objectives of this scoring category. ● The Proposer communicates a commitment to quality for all phases of the Project. ● The Proposer’s qualifications. <p>The response supports a strong expectation that if selected, the Proposer’s Weakness will negatively impact the pursuit of the Project Goals.</p> |

APPENDIX C - PROPOSAL EVALUATION TEAM WORKSHEET


[SEE/USE SEPARATE ELECTRONIC DOCUMENTS (C1, C2, C3, C4)]

APPENDIX D - COORDINATION TEAM WORKSHEET

[SEE/USE SEPARATE ELECTRONIC DOCUMENT]


APPENDIX E - PROPOSAL EVALUATION TEAM CONSENSUS SCORING SPREADSHEET

[USE SEPARATE ELECTRONIC DOCUMENT; COPY OF SPREADSHEET IS BELOW FOR VISUAL PURPOSES]

| | | |
|---|------------------------------------|---------------------|
|  I-70 Floyd Hill to Veterans Memorial Tunnels | | CONFIDENTIAL |
| PROPOSAL EVALUATION TEAM CONSENSUS SCORE SPREADSHEET | | |
| | | |
| Proposal Evaluation Team: | [fill in Proposal Evaluation Team] | |
| Proposer: | [fill in Proposer] | |
| Date: | [fill in date] | |
| | | |
| Proposal Evaluation Team Member | | Score |
| [fill in Team Member 1] | | |
| [fill in Team Member 2] | | |
| [fill in Team Member 3] | | |
| [fill in Team Member 4] | | |
| Subtotal | | 0 |
| Average Score (Consensus Score) | | 0.00 |
| | | |
| Proposal Evaluation Team Member Name | Signature | Date |
| | | |
| Proposal Evaluation Team Member Name | Signature | Date |
| | | |
| Proposal Evaluation Team Member Name | Signature | Date |
| | | |
| Proposal Evaluation Team Member Name | Signature | Date |
| | | |


APPENDIX F - COORDINATION TEAM PROPOSAL CONSENSUS SCORE SPREADSHEET

[USE SEPARATE ELECTRONIC DOCUMENT; COPY OF SPREADSHEET IS BELOW FOR VISUAL PURPOSES]

| | | | | |
|---|--------------------|------------------------------|------------------------|----------------------------------|
|  I-70 Floyd Hill to Veterans Memorial Tunnels | | CONFIDENTIAL | | |
| COORDINATION TEAM PROPOSAL EVALUATION CONSENSUS SCORE SPREADSHEET | | | | |
| | | | | |
| Proposer: | [fill in Proposer] | | | |
| Date: | [fill in date] | | | |
| | | | | |
| Proposal Evaluation Criteria | Score | Calculated Percentage | Points Possible | Calculated Weighted Score |
| CM Project Management Team | 0.00 | 0.00% | 15.00 | 0.00 |
| Contractor Capability | 0.00 | 0.00% | 25.00 | 0.00 |
| Strategic Project Approach | 0.00 | 0.00% | 20.00 | 0.00 |
| Approach to Risk, Schedule, and Pricing | 0.00 | 0.00% | 15.00 | 0.00 |
| Total Proposal Evaluation Score (75 Points Possible) | | | | 0.00 |
| | | | | |
| Coordination Team Member Name | Signature | Date | | |
| | | | | |
| Coordination Team Member Name | Signature | Date | | |
| | | | | |
| Coordination Team Member Name | Signature | Date | | |

APPENDIX G - COORDINATION TEAM PROPOSAL CONSENSUS SCORE SPREADSHEET

[USE SEPARATE ELECTRONIC DOCUMENT; COPY OF SPREADSHEET IS BELOW FOR VISUAL PURPOSES]


| | | |
|---|---|---------------------|
|  I-70 Floyd Hill to Veterans Memorial Tunnels | | CONFIDENTIAL |
| COORDINATION TEAM PROPOSAL EVALUATION SHORTLIST CONSENSUS SCORE SPREADSHEET | | |
| | | |
| Date: | [fill in date] | |
| | | |
| Proposer | Proposal Evaluation Score (75 Points Possible) | |
| [fill in Proposer 1] | | |
| [fill in Proposer 2] | | |
| [fill in Proposer 3] | | |
| [fill in Proposer 4] | | |
| [fill in Proposer 5] | | |
| | | |
| Coordination Team Member Name | Signature | Date |
| | | |
| Coordination Team Member Name | Signature | Date |
| | | |
| Coordination Team Member Name | Signature | Date |
| | | |

APPENDIX H - INTERVIEW EVALUATION TEAM WORKSHEET

[SEE/USE SEPARATE ELECTRONIC DOCUMENT]


APPENDIX I - COORDINATION TEAM INTERVIEW EVALUATION TEAM CONSENSUS SCORING SPREADSHEET

[USE SEPARATE ELECTRONIC DOCUMENT; COPY OF SPREADSHEET IS BELOW FOR VISUAL PURPOSES]

| | | |
|---|--------------------|--------------|
|  I-70 Floyd Hill to Veterans Memorial Tunnels | | CONFIDENTIAL |
| COORDINATION TEAM | | |
| INTERVIEW EVALUATION TEAM CONSENSUS SCORE SPREADSHEET | | |
| Proposer: | [fill in Proposer] | |
| Date: | [fill in date] | |
| Short Presentation | | |
| Interview Evaluation Team Member | | Score |
| [fill in Team Member 1] | | |
| [fill in Team Member 2] | | |
| [fill in Team Member 3] | | |
| [fill in Team Member 4] | | |
| [fill in Team Member 5] | | |
| [fill in Team Member 6] | | |
| [fill in Team Member 7] | | |
| Subtotal | | 0 |
| Short Presentation - Average Score (Consensus Score) | | 0.00 |
| Team Challenge | | |
| Interview Evaluation Team Member | | Score |
| [fill in Team Member 1] | | |
| [fill in Team Member 2] | | |
| [fill in Team Member 3] | | |
| [fill in Team Member 4] | | |
| [fill in Team Member 5] | | |
| [fill in Team Member 6] | | |
| [fill in Team Member 7] | | |
| Subtotal | | 0 |
| Team Challenge - Average Score (Consensus Score) | | 0.00 |
| Question and Answer Session | | |
| Interview Evaluation Team Member | | Score |
| [fill in Team Member 1] | | |
| [fill in Team Member 2] | | |
| [fill in Team Member 3] | | |
| [fill in Team Member 4] | | |
| [fill in Team Member 5] | | |
| [fill in Team Member 6] | | |
| [fill in Team Member 7] | | |
| Subtotal | | 0 |
| Question & Answer Session - Average Score (Consensus Score) | | 0.00 |
| | | |
| Coordination Team Member Name | Signature | Date |
| | | |
| Coordination Team Member Name | Signature | Date |
| | | |
| Coordination Team Member Name | Signature | Date |


APPENDIX J - COORDINATION TEAM TOTAL SCORE SPREADSHEET

[USE SEPARATE ELECTRONIC DOCUMENT; COPY OF SPREADSHEET IS BELOW FOR VISUAL PURPOSES]

| | | | | |
|---|--------------------------------|------------------------------|------------------------|----------------------------------|
|  I-70 Floyd Hill to Veterans Memorial Tunnels | | CONFIDENTIAL | | |
| COORDINATION TEAM TOTAL SCORE SPREADSHEET | | | | |
| | | | | |
| Proposer: | [fill in Shortlisted Proposer] | | | |
| Date: | [fill in date] | | | |
| | | | | |
| Proposal Evaluation Criteria | Score | Calculated Percentage | Points Possible | Calculated Weighted Score |
| *CM Project Management Team | 0.00 | 0.00% | 15.00 | 0.00 |
| *Contractor Capability | 0.00 | 0.00% | 25.00 | 0.00 |
| *Strategic Project Approach | 0.00 | 0.00% | 20.00 | 0.00 |
| *Approach to Risk, Schedule, and Pricing | 0.00 | 0.00% | 15.00 | 0.00 |
| Short Presentation | 0.00 | 0.00% | 10.00 | 0.00 |
| Team Challenge | 0.00 | 0.00% | 5.00 | 0.00 |
| Question and Answer Session | 0.00 | 0.00% | 10.00 | 0.00 |
| Total Proposal and Interview Evaluation Score (100 Points Possible) | | | | 0.00 |
| <i>* Score for this category has been carried forward from the Coordination Team Proposal Evaluation Consensus Score Spreadsheet that was previously completed for this Proposer.</i> | | | | |
| Coordination Team Member Name | | Signature | Date | |
| | | | | |
| Coordination Team Member Name | | Signature | Date | |
| | | | | |
| Coordination Team Member Name | | Signature | Date | |
| | | | | |

APPENDIX K - COORDINATION TEAM FINAL RANKING OF SHORTLISTED PROPOSERS SPREADSHEET

[USE SEPARATE ELECTRONIC DOCUMENT; COPY OF SPREADSHEET IS BELOW FOR VISUAL PURPOSES]

| | | |
|---|----------------------|--|
|  I-70 Floyd Hill to Veterans Memorial Tunnels | | CONFIDENTIAL |
| COORDINATION TEAM FINAL RANKING OF SHORTLISTED PROPOSERS SPREADSHEET | | |
| | | |
| Date: | [fill in date] | |
| | | |
| Final Ranking | Proposer | Total Score (100 Points Possible) |
| 1 | [fill in Proposer 1] | |
| 2 | [fill in Proposer 2] | |
| 3 | [fill in Proposer 3] | |
| | | |
| Coordination Team Member Name | | Signature |
| | | Date |
| Coordination Team Member Name | | Signature |
| | | Date |
| Coordination Team Member Name | | Signature |
| | | Date |