

# **Request for Proposals**

## **Construction Manager (CM) Services**

**SH 7 (Lower) Permanent Repair Project**

**MP 19 to MP 33 (SH 72 to Lyons)**



**COLORADO**

**Department of Transportation**

**PROJECT NUMBER: ER 007A-023**

**PROJECT LOCATION: SH 7, SH 72 to US 36**

**PROJECT CODE: 20252**

*June 20, 2019*

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



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

### **1.1. SCOPE OF THIS RFP FOR CMGC SERVICES SELECTION**

CDOT is soliciting Construction Management services for the SH 7 (Lower) Permanent Repairs Project (the “Project”). Project is anticipated to include improvements from MP 19 to MP 33, approximately from the intersection of SH 72 to US 36 in Lyons. The selected Proposer (also referred to as “Construction Manager (CM)”, “Contractor,” “successful Proposer,” “selected Contractor,” and “Contractor”) will provide preconstruction phase Construction Management services and will have the opportunity to enter into a General Contractor (GC) contract with CDOT to fulfill the Projects’ construction phase. However, the GC contract award to the successful CM proposer is not guaranteed and is dependent on a successful Construction Agreed Price (CAP) negotiation with CDOT.

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

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

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

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

- Thoroughly reviewing all plans, specifications, reports, diagrams, shop drawings, as-built plans, site conditions, and all other necessary Project documentation to provide design validation from a construction expertise perspective.
- Independently Calculating quantities for verification purposes of construction packages, independent from the Design Consultant.
- Providing constructability input on all facets of the Project including, but not limited to:
  - Material Availability
  - Potential Rock Cuts / Rock Fall Ditches
  - Embankment Protection / Riprap
  - River Rehabilitation and Floodplain Establishment
  - Concrete Pavement Overtopping Sections
  - Major Culvert Installations
  - Roadway and safety improvements
- Facilitating a Value Engineering (VE) Workshop and preparing a formal written report.
  - The CM will propose a multi-disciplinary team of individuals that are not directly involved in the planning or design of the project, with at least one individual who is trained and knowledgeable in VE Techniques and able to serve as the team’s facilitator and coordinator.



- The VE Workshop will include the following activities:
  - Gather project information
  - Analyze functions, worth, cost, performance and quality
  - Speculate using creative techniques to identify alternatives that can provide the required functions
  - Evaluate the best and lowest life-cycle cost alternatives
  - Develop alternative into fully support recommendations
  - Present VE Recommendations for review, approval, reporting and implementation
- The written report will include:
  - Project Information
  - Identification of the VE Analysis Team
  - Background and supporting documentation, such as information obtained from other analyses conducted on the project (e.g., environmental, safety, traffic operations, constructability)
  - Documentation of the stages of the VE Job Plan, which would include documentation of the life-cycle costs that were analyzed
  - Summarization of the analysis conducted
  - Documentation of the proposed recommendations and approvals received at the time the report is finalized
  - Documentation of the proposed and approved recommendations and related information to support the CDOT and FHWA's VE Program monitoring and reporting
- Providing written reviews or reports and details/redlines of the Project plans and specification packages at Project milestones. Comments should be related to constructability, traffic phasing, clarifications, design errors or omissions, effect on schedule, effect on cost, risk identification, or value engineering suggestions/recommendations.
- Working with design team to make determinations if early procurement (long lead-time procurement (LLTP)) packages for materials are viable and cost effective, have the potential to reduce the construction schedule and provide an overall benefit to the Project. Procurement of these materials may be by the CM ahead of construction in concert with the NEPA process.
- Actively participating in discussions to study design options as it pertains to constructability, innovation, value, and quality.
- Providing additional milestone reviews depending on package complexity.
- Providing timely feedback from design reviews to assist in decision making.
- Coordinating with CDOT's Public Information Officer during pre-construction to



ensure a smooth transition of communication into construction. Coordination will include involvement of the CM's proposed Public Information Manager to help develop the Public Information Plan prior to construction, to aid in public/stakeholder outreach and public meetings during pre-construction.

- Assisting in the preparation and attendance of public meetings and/or open houses.

## **B. Cost Estimating:**

### Ongoing Tasks

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

### Tasks at Milestones

- Provide initial ROM construction estimate within one month of Notice to Proceed (NTP).
- Provide construction cost estimates at milestones that include the following activities:
  - Item identification that is compatible with CDOT's cost estimating, standards, and specifications.
  - It is anticipated the CM shall submit Opinion of Probable Construction Costs (OPCCs) at 30%, 60% and 90% milestones for each construction package. Additional OPCCs may be required at the request of the CDOT PM if: package complexity indicates an added benefit, or work is added to the Project. Additional OPCCs may be required before determining the CAP if the Project team agrees on their necessity before the Owner requests a CAP proposal from the CM. Analysis should include availability of labor, equipment, and materials.
  - The CM shall submit a CAP proposal when both the CM and CDOT agree the design has progressed to the appropriate level, typically at 90%.
    - Quantity reconciliation will be required with the Design Consultant, the Independent Cost Estimator (ICE) and CDOT. This may include verification of means of methods between CDOT, Design Consultant and the ICE.
    - The CM shall submit CAP proposals as an Electronic Bid Submittal (EBS) once a CAP has been negotiated and accepted.
    - CDOT may request the CM submit a CAP on early construction packages or for the procurement of long lead items.

## **C. Schedule:**

- Prepare preliminary construction schedule and construction packaging strategy, working with the design team to determine if early construction packages are viable, cost effective and provide an overall benefit to the Project.



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

**D. Risk:**

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

**E. Meetings:**

- Participate in the Project Scoping Workshop, Project Milestone Meetings, and CAP negotiations (LLTP and Construction), and any other meetings throughout preconstruction.
- The Project Scoping Workshop, which will be led by CDOT, will cover at a minimum the following items:
  - Introduction to the Project, CMGC, partnering session, Project stakeholder engagement, roles and responsibilities identification.
  - Team will review Project status, goals, objectives, funding, preliminary preconstruction schedule, current design etc.
  - Set up progress meeting frequencies and initiate working groups for various elements of the Project, i.e., bridge working group.
    - Progress meetings may include project management meetings, design meetings, discipline/specialty meetings, stakeholder meetings, and public meetings.
- The CM should be prepared to conduct Project Vision Meetings to analyze how Project progress is aligning and tracking with Project goals. Items of focus include priorities, commitments, approach, scope, schedule, and cost reasonableness.

**F. Deliverables:**

- The CM will develop and produce the following reports and deliverables:
  - Subcontractor Selection Plan
  - Quality Control Plan
  - Material Sourcing Plan
  - Worker and Public Safety Plan
  - Risk Management Plan
  - Value Engineering Report
  - Innovation Tracking and Performance Report
  - Procurement Review Report for each LLTP CAP if required.
  - Provide monthly invoices and project reports to support payment of preconstruction CM services.



**G. Other Tasks:**

- The GC shall ensure all environmental, safety, and permit commitments that are specified in the plans, specifications, and contract documents are implemented during construction if CAP proposals are accepted by CDOT.
- The CMGC will work with CDOT to develop the Stormwater Management Plan during preconstruction. If a CAP is successfully negotiated, the GC will be responsible for obtaining the CDPHE permit prior to construction.
- The CMGC shall commit to integrating Disadvantaged Business Enterprises (DBEs) in the Project as required by the goals determined by the Region 4 Civil Rights Office during the CMGC services.
- If negotiations between CDOT and CM for a final construction price (see Section 2.1) and the schedule are not successful, CDOT reserves the right to place the Project construction for open bid. In this case, the CM shall be compensated for its pre-construction services per the CM services contract and CDOT will have no further contractual obligations to the CM.



## **1.2. CMGC PROJECT GOALS**

- A.** Build a resilient roadway that facilitates the evacuation of as many residents as possible while working in harmony with the river and environment.
- B.** Build a safe system that best meets the needs of motorists, bicycles, and other stakeholders by installing rock catchment, improving sight distance, installing strategically placed pull-outs while maximizing usage of available flood recovery dollars.
- C.** Easily add or remove scope based upon prioritization among and within the six main project disciplines. (Roadway/safety, hydraulics/drainage, river rehabilitation, embankment protection/resiliency, environmental, geotechnical).
- D.** Minimize inconvenience to the public and maximize safety of workers and traveling public during construction.
- E.** Provide a quality product that minimizes life cycle maintenance requirements.
- F.** Commit to the CMGC process.

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

### **A. Project Background**

In September 2013, heavy rains caused catastrophic flooding and damage along Colorado's Front Range from Colorado Springs north to Fort Collins. High flows and velocities in South Saint Vrain Creek caused lateral scour damage to adjacent roadway embankment, often occurring at the outside bends in the creek and in areas where the flows exceeded the capacity of the creek and overtopped the highway. Large amounts of debris and sediment were deposited in the creek and along its banks, compromising the hydraulic capacity of the creek and constricting the flow. This ultimately contributed to the embankment scour damage and many sections of full roadway loss throughout this segment of SH 7 that rendered the corridor impassable and precluded access in or out of the canyon.

Governor John Hickenlooper directed CDOT to make all roadways passable by December 1, 2013, to allow residents to return to their homes and businesses. As a result, emergency repairs were conducted in fall 2013 to remove debris from the road and complete temporary repairs in order to re-open the roads for essential traffic. Since 2013, CDOT has been providing permanent repairs to flood-damaged roadways throughout northern Colorado. SH 7 (Lower) is the state's final remaining flood repair project from 2013.

CDOT's goal for the SH 7 (Lower) project is to permanently repair the corridor, rebuilding portions of SH 7 Lower and rehabilitating sections of the Middle St. Vrain Creek to create a resilient and healthy corridor that supports and maintains recreational opportunities, fish and wildlife, and safe access to the traveling public.

### **B. Project Information and Definition**

The project proposes to reconstruct select segments of the corridor that experienced severe damage during the 2013 flooding, and address design standards to ensure a safe and dependable route for local and regional traffic. In general, improvements are proposed to include the reestablishment of two - 11-foot lanes, provision of shoulders,



and the installation of rock fall ditches and rock fall protection where feasible. In addition, CDOT plans to address appropriate Middle St. Vrain Creek rehabilitation and resiliency elements to reduce the potential for severe damage from future natural disasters.

**Lead and Supporting Agencies:** CDOT is the lead agency for the project. Oversight and primary funding are provided by the Federal Highway Administration (FHWA).

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

Agency/Stakeholder	Role or Involvement
Federal Highway Administration (FHWA)	<ul style="list-style-type: none"> <li>• Project oversight</li> <li>• Primary funding entity</li> </ul>
United States Forest Service (USFS)	<ul style="list-style-type: none"> <li>• Property owner for large segments of project</li> <li>• See that project actions do not impact or jeopardize existence of any listed species or critical habitat</li> <li>• Will have significant input into designs of roadways, river, and recreational sites within USFS property</li> </ul>
Boulder County	<ul style="list-style-type: none"> <li>• Floodplain Permitting</li> <li>• Property owner for various parcels throughout the project</li> <li>• Project limits all within Boulder County</li> </ul>
Town of Lyons	<ul style="list-style-type: none"> <li>• Town immediately adjacent to project.</li> <li>• SH 7, along with US 36, serves as route to the west</li> </ul>
City of Longmont	<ul style="list-style-type: none"> <li>• SH 7, along with US 36, serves as major route to the west</li> </ul>
Town of Estes Park	<ul style="list-style-type: none"> <li>• SH 7 serves as a route to and from the Front Range</li> </ul>
Colorado Parks and Wildlife (CPW)	<ul style="list-style-type: none"> <li>• Oversees riparian habitat restoration</li> <li>• Fishing/hunting access input</li> <li>• Wildlife Viewing Areas Input</li> </ul>
US Fish and Wildlife Service (USFWS)	<ul style="list-style-type: none"> <li>• Considering fish passage projects in the Big Thompson River</li> <li>• Considers, regulates Prebles Meadow Jumping Mouse habitat in the project limits.</li> </ul>
Army Corps of Engineers (ACOE)	<ul style="list-style-type: none"> <li>• 404 Permit decisions</li> </ul>
Other Stakeholders	Role or Involvement
Private Property Owners	<ul style="list-style-type: none"> <li>• River rehabilitation input</li> <li>• Roadway reconstruction input</li> <li>• Access Input</li> </ul>



Agency/Stakeholder	Role or Involvement
Traveling public	<ul style="list-style-type: none"> <li>• Roadway safety/trip reliability input</li> <li>• Will want to know travel impacts/delay/detours</li> </ul>
Recreational users	<ul style="list-style-type: none"> <li>• Fishing/River access input</li> <li>• Kayaking access input</li> <li>• Wildlife viewing areas input</li> <li>• Vehicle pull-off input</li> </ul>
Emergency responders	<ul style="list-style-type: none"> <li>• Emergency response/access input</li> <li>• Will want to know travel impacts/delay/detours</li> </ul>
Estes Park School District Transportation, and St. Vrain Valley School District	<ul style="list-style-type: none"> <li>• Will want to know travel impacts/delay/detours, if any</li> </ul>

**Project Features and Specialty Work:** Major work items include but are not limited to: roadway reconstruction and paving, including reinforced concrete pavement in areas, roadway widening, earthwork, rock excavation and rockfall mitigation, slope armoring and stabilization, major and minor drainage features, river channel and floodplain improvements, and revegetation.

**Major Project Risks:**

- Schedule – Prolonged construction durations due to permitting, ROW, season and environmental constraints.
- Phasing/Maintenance of Traffic (MOT) – minimizing impacts to travelers and residents
- Material availability – generating and utilizing material availability and earthwork balancing.
- Rockfall mitigation during and following construction completion.
- Constructing river improvements to accommodate seasonal and larger runoff events during and following construction completion.
- Environmental Impacts/clearances – Corridor contains many environmentally sensitive features including the aquatic river environment, wildlife, recreational sites, and historic properties. Impacts to the environment must be minimized during final design and construction.
- Permitting – Significant changes to roadway and river designs during final design may affect schedule for obtaining final floodplain and 401/404 permits in time to accommodate construction.
- Scope increases and potential schedule changes caused by work items being added to the project to maximize available funding.
- Visual Impacts – minimizing visual impacts and maintaining the natural beauty of the corridor.

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

- Design: preliminary activities have been conducted to advance critical project elements and define potential environmental and ROW impacts. Design in most areas will remain



flexible to accommodate input from the Contractor in the pre-construction phase

- **Roadway:** A conceptual roadway design for the corridor has been developed to an approximate 50% level which generally represents feasible geometric and resiliency improvements acceptable to CDOT.
- **Hydraulics:** Preliminary river and waterway modeling is being conducted in conjunction with the roadway design to develop a conceptual concept of river and floodplain improvements and to provide a basis for the floodplain permitting process.
- **Geotechnical:** Field investigations and slope assessments have been conducted, and preliminary recommendations have been used in the preliminary roadway and hydraulic designs. The attached Draft Site Investigation Report includes:
  - Test boring logs to evaluate the condition of embankment repairs and depth to bedrock
  - Preliminary recommendations for rockfall mitigation, pavement sections, and subsurface conditions
- **Environmental:** CDOT is preparing environmental documentation to support clearance under the National Environmental Policy Act. Impacts are anticipated to sites eligible for the National Register of Historic Places, recreation sites, Section 4(f) properties, Waters of the US, FEMA regulated floodplain, and privately and publicly owned lands. However, no significant impacts are anticipated. CDOT anticipates that a Documented Categorical Exclusion will be prepared, which is currently scheduled for FHWA approval in the fall/winter of 2019.
  - **Permitting and Certifications:**
    - It is anticipated that CDOT will obtain a Section 404 Permit, Senate Bill 40 Certification, Floodplain Development Permit, and Section 401 Water Quality Certification.
    - It is anticipated that the GC will need to obtain Construction Access Permits, Section 402 Permit, Stormwater Construction Permit, Dewatering Permit, Survey Permit, Utility Permit, and any permits required for rock scaling practices
- **ROW:** ROW clearance from USFS is in process. In other areas, ownerships and boundaries are being established and ROW plans developed.
  - **Packaging:** Design of an early construction package may be advanced by CDOT to include work in areas of the Project with lower environmental risk and ROW needs, but which would provide overall benefit to the Project and schedule. This package may be advanced to an approximate 60% level prior to the start of the pre-construction phase.

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

The latest CDOT Region 4 Lane Closure Strategy (available at [https://www.codot.gov/library/traffic/work-zone-safety-and-work-zone-traffic-operations/lane-closure-strategies/R4\\_Lane\\_Closure\\_Report](https://www.codot.gov/library/traffic/work-zone-safety-and-work-zone-traffic-operations/lane-closure-strategies/R4_Lane_Closure_Report)) outlines lane closure restrictions and contains information regarding average annual daily traffic for SH 7 highway segments for both



Spring/Summer and Fall/Winter periods. The CM may propose changes to the Lane Closure Strategy, should the changes be needed for constructability or provide a benefit to the project/traveling public. The process to request a change to the current restrictions is outlined in the CDOT Region 4 Lane Closure Strategy, location noted above.

Detours shall be established by the CM and must provide access to all routes, residents, and businesses at all times. Contingent upon the project lane closure strategy, potential detour routes include US 36, SH 72, and US 34.

**General Construction Constraints and Limitations:**

- All work must be maintained within existing or proposed CDOT ROW and permitted or cleared areas within USFS lands.
- River flows must be maintained and accommodated at all times to sustain the aquatic environment. River flows cannot be dammed or shut off at any time.
- Environmental clearances (NEPA) for identified elements within a package must be received and approved before CDOT will issue a NTP for the construction package CAP.

**Anticipated Utility Relocations:**

Company	Facility type	Relocation by
PVREA	Power poles and underground power adjacent and in ROW from MP 30 to MP 33	TBD
Xcel Energy	Power poles and underground power adjacent and in ROW from MP 19 to MP 22.5	TBD
CenturyLink	Telephone and fiber located on power poles and underground from MP 19.5 to MP 22.5, and MP 30 to MP 33	TBD

**Coordination and Communication:**

The Contractor must closely coordinate with adjacent projects. These include, but may not be limited to:

- CDOT – Upper SH 7 Reconstruction Project (MP 0 to MP 19). This project will reconstruct and rehabilitate the upper portion of SH 7 (Allenspark to Estes Park).
- CDOT – US 36, Site 17 Channel Realignment Project (MP 7.9) This project will realign the North St. Vrain Creek along a portion of the US 36 corridor in between Lyons and Estes Park.
- Aggregate Industries – Lyons Quarry Reclamation Project (MP 30 to 31). This project, managed by Aggregate Industries, includes the reclamation of the Lyons Quarry located along SH 7 within the project.
- Coordinating and communicating with stakeholders to minimize traffic delays and construction impacts. See Section 1.21 – Public Information, for additional communication requirements.

**1.4. PROJECT FUNDING**



The sources of funding for this CMGC contract are: FHWA Emergency Relief Program (improvements must meet the requirements of the Emergency Relief Manual) and FHWA Federal Lands Access Program

**1.5. PROJECT DURATION**

The time period for work described in the CM, preconstruction scope is approximately two years. CDOT anticipates that construction will take two to three years to finalize. It is also anticipated that design and construction will overlap, should the team proceed with early work packages.

**1.6. PROJECT ADMINISTRATION**

The Contract Administrator for this Project is:

Roberta Lopez  
SH 7 (lower) Permanent Repairs Project  
2829 W Howard Place  
Denver, CO 80204  
W: 303-757-9296  
Roberta.S.Lopez@state.co.us

CDOT Project Manager and Primary Point of Contact:

James Zufall  
SH 7 (Lower) Permanent Repairs, Project Manager  
1050 Lee Hill Dr.  
Boulder, CO 80302  
W: 303-546-5660  
jamesd.zufall@state.co.us

**1.7. PROJECT COORDINATION**

**A. Routine Working Contact**

The routine working contact will be between the Project Management Team (PMT), which will be comprised of the CDOT PM, the Design Consultant Project Manager (DC PM), and the Construction Manager Project Manager (CM PM).

**B. Project Management Team Correspondence/Communication Requirements**

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

**C. Coordination**

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

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

- Executive Oversight Committee
- CDOT Region 4 Project Management Team:
  - CDOT Project Manager – James Zufall
  - CDOT Project Engineer – Monte Malik, PE



- CDOT Resident Engineer – Brian Varrella, PE
- CDOT Region 4 Specialty Groups
  - Region 4 Materials
  - Region 4 Traffic
  - Region 4 Hydrology and Hydraulics
  - Region 4 Survey
  - Region 4 Environmental
  - Region 4 Right-of-Way
- Selected Project Design Consultant and any Sub-consultants
- Selected Project Construction Manager and any Sub-contractors
- Independent Cost Estimator /CDOT Engineering Estimates and Market Analysis (EEMA) Group
- CDOT Maintenance Forces
- CDOT HQ Staff Structures
- Regional Civil Rights Manager
- Colorado Department of Public Health and Environment (CDPHE)
- Colorado Water Conservation Board (CWCB)
- The CDOT Project Management Team shall be included in all coordination.

#### D. Project Co-Location

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

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

The Fixed Limit of Construction Cost is the estimated portion of the Project budget allocated for the construction phase of the Project that includes all construction contract amounts for all construction packages for the Project. Each construction contract amount includes the total actual price of construction, the CMGC Management Price Percentage applied to each construction item, and all GC indirect costs, force accounts, and risk pools that are associated with the construction of all elements of the work designed or specified by the Design Consultant.

The CMGC Management Price Percentage is defined in **Section 2.10**. The Fixed Limit of Construction Cost for this Project to be paid to the GC is up to \$40M.

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

Project milestones are shown below:

- Potential Early Package: Anticipated Notice to Proceed – Summer 2020. Construction packages may include work elements that have fewer potential risks or restrictions to ROW, Floodplain, or the environment that can accelerate the Project schedule through an early start.



- CDOT anticipates at least one other construction package, beyond the early package, due to floodplain and ROW permitting constraints. Final ROW clearance and floodplain permitting is anticipated to be cleared early spring, 2021.
- Each construction package will be severable; will have specific beginning and end points; and will have independent overhead, mobilization, traffic control, and Project costs. Each package will include provisions for liquidated damages, incentive/disincentive, and roadway user costs as appropriate. The CM and CDOT are responsible for ensuring the severability of each package.

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

Notable construction constraints to be considered:

- Right-of-Way Acquisition
  - Permits required for permanent and temporary easements from landowners, including Boulder County
- Floodplain Permitting
  - Project adjacent and within floodplain of Middle St. Vrain Creek
  - Multiple CLOMRs anticipated (up to 1.5 years to complete each)
- Utility Relocation
  - Potential relocation of overhead and buried power and telephone
- Stream Rehabilitation Work
- Resource availability due to other major regional projects. Upon CM contract award, the CM will create a construction Schedule. The CM may elect to use Microsoft Project or Primavera at their discretion so long as the schedule is maintained in the same format throughout the duration of the Project by the Contractor. After the Schedule is created, the Contractor will be required to submit schedule updates monthly, after any significant change to the Project, and otherwise as directed by CDOT.

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

All reference documents below are available using the following download link:  
<https://mullereng.sharefile.com/d-s83529fd24ee4751a>.

- A. Work Narrative for Stream Rehabilitation and Embankment Protection
- B. SH 7 Lower Damage Assessment Report (2015)
- C. SH 7 Lower Pre-CMGC Plan Set – 2019-06-20
- D. SH 7 Lower RFP Sample Project Package (See Section 3.1)

A GIS mapbook showing additional detail of the project’s proposed scope is also included as a reference at: <https://arcg.is/1CWaOD>

#### **1.11. SPECIFICATIONS**

The 2017 Standard Specifications for Road and Bridge Construction controls construction of this Project.



The Project team will develop the project special and standard special provisions that will take precedence over the Standard Specifications and plans.

**1.12. OWNERSHIP OF THE DOCUMENTS**

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

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

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

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

Specialized services are those services or items that are not usually furnished by a CM or GC performing the particular type of service contained in this RFP.

**1.14. PROJECT COMPUTER SOFTWARE REQUIREMENTS**

The Contractor shall utilize the most recent CDOT adopted software. Latest version is defined as the version in use and agreed upon at the beginning of the Project. The version may not need to be upgraded during the Project duration. The primary software used by CDOT is as follows:

**A. Estimating:**

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

**B. Scheduling:**

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

**C. Specifications:**

Microsoft Word (latest version)

ProjectWise (latest version)

**D. CADD:**

MicroStation and InRoads (latest version)

**1.15. REQUIRED AVAILABILITY OF KEY PERSONNEL**

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

In order to secure CDOT's approval prior to the award of the contract, a written request shall be forwarded to the person and address as shown in **Section 2.8 Proposal Submittal** of this RFP. The



request shall include a) the nature of the desired change, b) the reason for the desired change, and c) a statement of how the desired change will meet the required qualifications for the position/responsibility. No such modification will be made without prior written CDOT approval from the Contract Administrator.

**1.16. ORGANIZATIONAL CONFLICTS AND INELIGIBLE FIRMS**

The Proposer will include a full disclosure of all potential organizational conflicts of interest in the Proposal. By submitting its Proposal, each Proposer agrees that, if an organizational conflict of interest is thereafter discovered, the Proposer will make an immediate and full written disclosure to CDOT that includes a description of the action that the Proposer has taken or proposes to take to avoid or mitigate such conflicts. If an organizational conflict of interest is determined to exist, CDOT may at its discretion, cancel the award.

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

**1.17. APPLICABLE FEDERAL AND STATE REGULATIONS**

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

**1.18. NONDISCRIMINATION**

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

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

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

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

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

**1.20. COMPENSATION FOR CMGC PRECONSTRUCTION SERVICES**

The selected Proposer will be paid a total lump sum amount of \$600K for CM services during the Preconstruction Phase. Monthly payments will be paid per invoice as work progresses based on percent of preconstruction completion with agreement of the CDOT PM.

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



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

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

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

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

Except for change orders, agreed overrun items and agreed upon risk pool items approved by CDOT, a GC CAP will not be increased. The GC assumes all risk with performance of the bid items, including management of its subcontractors, suppliers, and any associated cost impacts over and above a GC CAP not listed as overrun items in the construction specifications or agreed to as risk pool items in the executed Risk Register. A GC CAP proposal can be offered and negotiated three times. After the third and final attempt at a GC CAP negotiation, CDOT reserves the right to prepare the plans, specifications, and estimate package for public, low-bid, advertisement. The CM services contractor will not be allowed to bid on this public advertisement.

CDOT will review and accept the risk and shared risk contingency pools with the CM during the preconstruction phase that, if accepted, could potentially be incorporated into a negotiated GM CAP. The purpose of the contingency risk-sharing pool is to develop a budget for items foreseen at the time of negotiating a GM CAP, but not detailed enough for itemized pricing. Any and all items fitting this category will be identified separately in a CAP by CDOT and the CM and will be monitored for progress and cost by CDOT.

In developing this shared risk contingency pool, CDOT may agree to share cost savings in construction (not attributed to any reduction in the scope of work or reduction in operating performance for the corridor) that may occur after a GC CAP has been negotiated with the Contractor and as agreed to in the executed Project Risk Register.

## **1.22. PUBLIC INFORMATION**

SH 7 (Lower) provides access between the Front Range and Estes Park and Rocky Mountain National Park. Although it does not experience as high of traffic volume as compared to US 34 and US 36, it is a recreational corridor providing access to hunting, fishing, kayaking, cycling, and other activities, with some residents in the western limit of the project, near the intersection with SH 72, and in the eastern



limit of the project in Lyons.

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

This Project shall be done in accordance with the CDOT Public Information Specifications provided in **Appendix D**. CDOT will be primarily responsible for Public Information from design through Notice to Proceed for the first construction package. The GC will be primarily responsible for Public Information once the first construction package commences through the duration of construction. This work consists of providing regular and continuous communications services throughout the duration of the Project including community and stakeholder outreach as well as media support. It is anticipated that significant coordination with the PIM for the SH 7 (Lower) Project is necessary.



## **SECTION 2 – CMGC PROPOSAL REQUIREMENTS AND INSTRUCTIONS**

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

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

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

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

- A.** Multiple proposals from a single Proposer will not be considered.
- B.** No reimbursement will be made by CDOT for any costs related to the preparation of the Proposal, required documentation, interviews, presentations, discussions, the selection process, the contract negotiation process, and/or any related activities. These costs are the sole responsibility of the Proposer or Joint Venture.
- C.** The Proposer will include a full disclosure of all potential organizational conflicts of interest as outlined in **Section 1.17**.
- D.** No late proposals will be accepted for this Project. Any proposal received by CDOT after the time specified in **Section 2.3** shall be considered late and shall be returned unopened to the Proposer.
- E.** This RFP, including all material submitted by Proposers, at any stage, including but not limited to the Procurement phase, selection, and any resulting contracts, are subject to the provisions of the Colorado Open Records Act (C.R.S. 24-72-201, et seq.) and any other laws and regulations applicable to the disclosure of documents submitted under this RFP. Material subject to open records laws includes, but is not limited to, all records, documents, drawings, plans, specifications, and other materials relating to the Project, the solicitation, and the conduct of CDOT business. CDOT will also follow and adhere to CDOT Policy Directive 508.2 for this RFP and resulting contracts.

The Proposer shall specifically identify and mark any proprietary information, trade secrets, or confidential commercial and financial information that a Proposer believes should be exempted from disclosure. During the Procurement phase, CDOT will accept materials clearly and prominently labeled “PROPRIETARY”, “TRADE SECRET”, or “CONFIDENTIAL” by the Proposer. Blanket, all-inclusive identifications by designation of whole pages or sections as containing proprietary information, trade secrets, confidential commercial or financial information shall not be permitted and shall be deemed invalid except that blanket identifications can be made in the Approach to Risk, Schedule, Price; Strategic Project Approach; Project Innovations; and the CMGC Management Price Percentage Proposals components as defined in **Section 3.2** and **Section 3.4**. CDOT will follow CDOT Policy



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

CDOT will not advise the Proposer as to the nature or content of documents entitled to protection from disclosure under the Colorado Open Records Act or other applicable laws, as to the interpretation of the Colorado Open Records Act, or as to the definition of trade secret. The Proposer shall be solely responsible for all determinations made by it under applicable laws, and for clearly and prominently marking each and every page or sheet of materials with “PROPRIETARY”, “TRADE SECRET”, or “CONFIDENTIAL” as it determines to be appropriate. Each Proposer is advised to contact its own legal counsel concerning the Colorado Open Records Act, other applicable laws, and their application to the Proposer’s own circumstances.

In the event of litigation concerning the disclosure of any materials submitted by the Proposer. CDOT’s sole involvement will be as a stakeholder retaining the material until ordered by a Court, and the Proposer shall be responsible for otherwise prosecuting or defending any action concerning the materials at its sole expense and risk.

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

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



## **2.2. MINIMUM PROPOSAL REQUIREMENTS**

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

- A.** Attended mandatory Pre-Proposal meeting as defined in **Section 2.4**.
- B.** Demonstrated a bonding capability up to \$40M for an individual project in addition to its current and anticipated bond commitment workload. Provided a letter from a surety company indicating that the Proposer is capable of obtaining Payment and Performance Bonds covering Project No. ER 007A-023, SH 7 (Lower) Permanent Repairs Project for at least \$40M. The surety submitting the letter must be a surety company or companies licensed by the State of Colorado and listed in the current United States Department of the Treasury Circular 570 as acceptable sureties for the bond amount on Federal Bonds. Letters indicating “unlimited” bonding/security capability are not acceptable. Performance and Payment Bonds will be required at the time the Construction Agreed Price is negotiated, agreed to, and accepted by both parties. The final value of the Bonds will equal the final construction contract amount.
- C.** Provided CDOT with evidence of insurability that meets the requirements of Subsection 107.15 of the Standard Specifications for Road and Bridge Construction. The Contractor or Joint Venture is not required to provide Professional Liability insurance certificates. CDOT may, at its election, implement an Owner Controlled Insurance Program (OCIP) for the construction of this Project. Lines of insurance coverage may include any or all of the following: Workers Compensation, Commercial General and Excess/Umbrella Liability, Contractors Pollution Liability, and/or Builders Risk. CDOT reserves the right to determine who participates in the OCIP.
- D.** Been pre-qualified with the CDOT Contracts and Market Analysis Branch at the greater than \$20M level and satisfy all requirements of pre-qualification per the CDOT rules for prequalification, debarment, bidding and work on Colorado Department of Transportation road, highway, and bridge public projects per 2 CCR 601-10, Rules Governing Construction Bidding for CDOT Public within 14 days of the Proposal submittal deadline as shown in the Key Events Schedule below. Federal and State regulations require certification by prospective participants (including contractors, subcontractors, and principals) as to current history regarding debarment, eligibility, indictments, convictions, or civil judgments.
- E.** Met all of the Proposal Submittal requirements of **Section 2.8**.
- F.** Provided CDOT with a signed Anti-Collusion Affidavit, CDOT form #606 with the initial proposal materials.

## **2.3. KEY EVENTS SCHEDULE AND RFP DATES**

Proposers are required to meet the dates set for the Proposal submission, the oral interviews, and negotiation meeting. Contractors are also required to meet the information submittal dates outlined in the summary below. Failure to meet these dates will result in the Proposal being considered non-responsive.



<b>Public Notice Phase</b>	<b>Date</b>	<b>Time</b>
Advertisement/ Notification of Request for Letters of Interest	5/9/2019	
Submittal of Letters of Interest	6/7/2019	
One-on-One Briefings	*As Requested	
First Advertisement of RFP	6/20/2019	
Mandatory Pre-Proposal Meeting	7/10/2019	9:00 a.m.
Final RFP Questions or Comments Due	7/12/2019	

<b>Short List Phase</b>	<b>Date</b>	<b>Time</b>
Submittal of Proposal	7/23/2019	5:00 p.m.
Short Listing Selection Panel Meeting	8/8/2019	
Short List Approval	8/9/2019	
Notification of Short List Candidates	8/12/2019	

<b>Selection Phase</b>	<b>Date</b>	<b>Time</b>
Selection Panel Meetings (Interviews)	8/26/2019	
CMGC Management Price Percentage Proposals Submitted	8/26/2019	
Chief Engineer Selection Approval	8/28/2019	
Contractor Notification	8/29/2019	
Contract Execution/NTP	10/1/2019	

**2.4. MANDATORY PRE-PROPOSAL MEETING**

The mandatory pre-proposal meeting will be held as per **Section 2.3** at CDOT Region 4 Headquarters, 10601 West 10<sup>th</sup> Street, Greeley, CO, at 9:00 a.m. on July 10, 2019. This meeting will introduce all proposers to the CMGC contract delivery method, give an overall introduction to the Project as scoped, and enable CDOT to answer questions about the Project and process. The CDOT Project Management Team for the Project will be present. This meeting will be approximately two hours long.

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

- A. CDOT reserves the right to make changes to the RFP. Changes to the RFP generally consist of Clarifications, Scope Changes, or Time and/or Date Changes. All changes to the RFP prior to the receipt of proposals shall be made by an addendum to the RFP, which shall be made available to all Proposers on the CDOT webpage. Following receipt of proposals, any changes to the RFP will be conveyed in writing to those Proposers determined to have met the minimum qualifications.



- B.** Proposers may submit questions, request clarification, or request a change to the RFP by submitting a written request to the CDOT Project Manager at the address set forth above. The request shall specify the provision and section of the RFP in question, and, if a change is requested, contain an explanation for the requested change. CDOT will not respond to questions or change requests received after time specified in **Section 2.3 – Final RFP Questions or Comments Due**.
- C.** CDOT will evaluate any questions and/or requests submitted but reserves the right to determine whether to respond or accept the requested change. All questions will be posted on the Project advertisement site in Q & A form.
- D.** Proposers shall not rely on oral or written instruction changes or clarifications regarding this RFP, unless issued in writing by the CDOT Project Manager as an addendum.
- E.** Proposers must acknowledge all issued addenda in their submittal and proposal.

## **2.6. CONTRACTOR PROTEST RULES**

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

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

The Chief Engineer or designee shall have the authority to settle and resolve a protest of a Contractor, actual or prospective, concerning the solicitation or award of a contract. A written decision regarding the protest shall be rendered within seven working days after the protest is filed. The decision shall be based on and limited to a review of only those issues raised by the aggrieved Contractor, and will set forth each factor taken into account, in reaching the decision. The decision will constitute the final agency action of the Colorado Department of Transportation regarding the protest.

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

## **2.7. AWARD OF CONTRACT**

CDOT intends to evaluate, select, and award one CM contract to the top ranked Proposer based on a Best Value Selection with Chief Engineer Approval. The selected CM will be awarded a contract for Preconstruction CM Services.

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

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

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

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



All negotiations shall be open book. CDOT shall have access to all GC CAP proposal documents, quotations, takeoffs, and other construction cost estimates, including those for subcontractors, during negotiations. Issuance of the Construction Contract will be subject to the GC Proposer posting 100% performance and payment bonds and being compliant with CDOT procurement policies. The CM Contractor will competitively procure and award subcontractors in accordance with their proposed subcontracting plan, as described in **Section 2** and **Section 3** of this RFP.

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

Proposers must comply with the following items. CDOT retains the right to waive any minor irregularity or requirement, so long as CDOT determines that it is in its best interest as determined by CDOT. **(Please note that the primary focus of this evaluation will be the firm(s)'s capabilities).**

- A.** Deliver **six (6)** hard copies along with **two (2)** electronic copy PDF file on a CD or flash drive of the Proposal to the Colorado Department of Transportation Contracting Officer Roberta Lopez, 2829 West Howard Place, Denver, CO, 80204.
- B.** Proposal Format:
  - Submittals shall be formatted and tabbed in the exact form and alphanumeric sequence of the **Evaluation Form B-1** from **Appendix B**. Additional information, if provided, shall appear at the end of the submittal under its own tab(s).
  - All submittals shall use minimum font size of 11 Times New Roman and minimum font size of 10 Time New Roman on charts, graphs, and figures.
  - Cover or Introductory Letter (1-page limit - 8-1/2 x 11 paper)
  - Proposal Section (13-page limit, 8-1/2 x 11 paper, and up to 5 of the 13 pages can be on 11x17 paper)
  - An Optional Section (5-page limit, 8-1/2 x 11 or 11 x 17 paper)
  - The Commendation Section for awards or letters of recommendations from past clients (5-page limit – 8-1/2 x 11 paper)
  - Appendix Section (10-page limit - 8-1/2 x 11 paper)
- C.** In CDOT's continued environmental efforts in "Going Green," Proposers are encouraged to submit their Proposal using a 2-sided format, rather than using only one side.
- D.** Submittals shall be evaluated in accordance with criteria as indicated in **Section 3.1** and ranked on the corresponding evaluation form in **Appendix B**.
- E.** Responses to all items shall be complete; Proposers are encouraged to cross-reference to other sections of their proposal where applicable.
- F.** All references shall be current and relevant.
- G.** The optional section may include supplemental materials for risk assessments, cost model examples, processes, and additional photos, exhibits, or schedules.
- H.** An appendix section will be included in the proposal. This section will include resumes, Surety Letters, and evidence of insurability. Resumes and references for team members should be limited up to the Tier I and Tier II Key Personnel. Surety Letters and evidence of insurability DO NOT count towards the appendix page limit.



- I. Tabs, covers, and tables of content pages DO NOT count against the page count. Binding of Proposals is up to the Proposer.

## 2.9. ORAL INTERVIEWS – STEP 2

### A. Short List

From the submittals received, a short list of the top three proposers shall be identified using the scoring indicated on the enclosed **CMGC Proposal Evaluation Form B-2** in **Appendix B**.

### B. Oral Interview

Mandatory oral interviews will be conducted for the shortlisted firms only. Interview times and location will be arranged by CDOT and all shortlisted firms will be notified in advance. Oral interviews will be evaluated on the enclosed **CMGC Oral Interview Evaluation Form** in **Appendix B**.

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

## 2.10. SEALED CMGC MANAGEMENT PRICE PERCENTAGE - STEP 3

Sealed CMGC Management Price Percentage Proposals will not be submitted with the initial proposal but are required to be submitted at the oral Interviews by short list Proposers using **Form B-3** in **Appendix B**.

Only one copy of Form B-3 is required on the scheduled submission date. The CMGC Management Price Percentage Proposal will remain sealed until after the qualitative scoring and will then be opened after the Selection Panel Interview Meetings. The **CMGC Management Price Percentage Proposal** will be scored in a blind evaluation, separate from the technical proposal and oral interview.

The CMGC Management Price Percentage Proposal will then be given a point score in accordance with **Section 3.3**. CMGC Management Price Percentage Proposals shall be submitted on the **Form B-3** provided in **Appendix B** without modification.

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

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

## 2.11. CMGC Management Price Percentage Proposal Format:

- A. Submittals shall be formatted and tabbed in the exact form and alphanumeric sequence to include the following:
- CMGC Management Price Percentage Proposal Form B-3 (one page – **Appendix B**)
  - CMGC Management Price Percentage Summary Information (two page limit – summary page)
  - Paper must be 8 1/2 X 11 paper, and all submittals shall use a minimum font size of 11



Times Roman.

- B.** In CDOT's continued environmental efforts in "Going Green," Contractors are encouraged to submit their CMGC Management Price Percentage Proposal using a two-sided format, rather than using only one side.
- C.** CMGC Management Price Percentage Proposal Form B-3 from Appendix B must be filled out in its entirety.
- D.** All content, as required in **Section 3.3**, must be integrated into a narrative and into sheets as instructed. These items can be found on the Construction General Conditions in **Appendix C**.
- E.** Any submitted CMGC Management Price Percentage Proposal lower than 7% will be rejected.



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

### **3.1. EVALUATION CRITERIA FOR PROPOSALS (45 Points Possible)**

#### **Proposal Evaluation Criteria**

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

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

##### **A. Composition and Commitment of the Key Personnel (9 Points)**

- Provide a description of the composition of your Project Key Personnel. If your team is a Joint Venture or association, indicate specific responsibilities of each member and firm of the team.
- Provide, identify and discuss the qualifications of the Key Personnel. Include the following for each member of the proposer's team:
  - Provide job descriptions, responsibilities, and authority for each team member.
  - Provide a list of the concurrent projects, responsibilities, and commitments during the duration of the Project.
  - Current home office location.
  - Qualifications and past construction experience relevant to this Project, in addition to length of time performing those job duties.
  - Unique knowledge of team members related to the project.
  - Length of time with the firm for each key team member and in length of time for overall experience pertinent to the scope.
  - Experience on similar projects as a team.
  - Provide resumes and two current references for the Key Personnel in an appendix to the Proposal. References will be considered current if the party's name, current position/title, and position/title held at the time for which the recommendation is being sought are provided; telephone numbers must be current as of proposal due date.
- TIER 1: One staff member should include the Project Manager role as a Key Person for the Project, and should have the following Tier I skills, experience and knowledge:
  - Project Manager
    - This person serves as overall PM for the CM services and, if awarded the GC contract, GC construction services and will be the main point of communication to the Project team.
    - This person shall remain in this role for the duration of the project and is not permitted to fulfill any Tier II responsibilities.
    - This person should have a minimum of 10 years of experience managing projects and a history of performing preconstruction input, and analysis.



- Anticipated time commitment: 40-50% throughout preconstruction and 100% throughout construction.
- TIER II: Three (3) to Five (5) staff members should comprise Key Personnel for the Project, and should have the following Tier II skills, experience and knowledge:
  - All Key Personnel are expected to be in attendance at relevant Project meetings. Key personnel are expected to have a reasonable level of decision-making authority on behalf of the Contractor:
  - Project Controls
    - This person, or persons, will be responsible for managing cost estimates, the Project schedule, Project risk, and Project quality.
    - This person should have a minimum of 10 years of industry experience.
    - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person may be committed 40-50% during preconstruction, and 50-75% during construction.
  - Constructability Expertise
    - This person, or persons, is responsible for providing construction expertise and innovation during preconstruction services.
    - This person should have a minimum of 10 years of industry experience.
    - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person may be committed 20-40% during preconstruction, and 50-75% during construction.
  - Cost Estimation
    - This person, or persons, is responsible for providing ROM cost estimates and OPCCs during preconstruction services.
    - This person should have a minimum of five years of industry experience.
    - Anticipated time commitment: Dependent on the number, size, and complexity of construction packages, this person may be committed 20-40% during preconstruction, and 25% during construction.
  - Stream Rehabilitation Expertise
    - This person, or persons, is responsible for providing collaboration with design team and stakeholders during preconstruction and construction services and providing construction observation quality assurance during the construction services.
    - This person should have a minimum of 10 years of stream rehabilitation experience, including design and construction experience.
    - Anticipated time commitment: Dependent on the number, size, and



complexity of construction packages, this person may be committed 20-40% during preconstruction, and 65-95% during construction of stream rehabilitation elements.

- Construction Management
  - The required skill set of the Construction Manager will depend on the complexity, size, and scope of the associated construction package.
  - For purposes of the proposal, only one example Construction Manager should be proposed on the submitted Organization Chart as this position is subject to change.
  - Anticipated time commitment: 20-40% during preconstruction, and 100% during construction.
- TIER III: Technical Experts will make-up Tier III of the organization structure. Technical Experts are expected to attend relevant Project meetings. Tier III staff should provide the following skillsets, knowledge, and experience:
  - Environmental
  - Rock Cuts/Rock Fall
  - Material Expertise
  - Traffic Phasing
  - Utilities
  - Survey
  - Public Information
  - Safety
  - Civil Rights (Equal Employment Opportunity)
  - Roadway
  - Drainage
- Multiple Tier II and III skillsets may be fulfilled by one individual if adequate justification is made in the proposal to define who is fulfilling what role and their qualification. Proposers shall identify a lead person for each skillset.
- Provide a separate graphic showing organizational structure chart, complete with working titles for the team during the preconstruction phase. Provide an explanation of any variation to the anticipated Key Personnel time commitments stated above.
- Identify and explain the need for any additional Key Personnel necessary to the success of the Project.

**A. Safety Record and Performance (2 Points)**

- Provide a narrative of the Proposers largest foreseen safety risk for this project and describe the safety programs, processes, and initiatives that the Proposer currently has in place to could help mitigate/eliminate the safety risk.



- Provide the following information for each entity involved, covering the last 4 years (2015-2018).
  - Experience Modification Rates (EMR)
  - OSHA Reportable Incident Statistics

**B. Contractor Capability (9 Points)**

- Prior Project Experience/Performance/References

Provide a summary of previous experience relevant to the general scope of work for this Project. Provide three or more relevant projects/programs that demonstrate the Proposer's ability to be successful on this Project. For each listed project or experience please include owner and architect/engineer references and contract information; CDOT may at its discretion contact references and/or conduct independent performance analysis on projects on which the firm has worked. Provide at a minimum:

- The project/contract name
  - Project delivery method
  - Description of services provided
  - Overall construction cost of project, as applicable, including initial contract value and change orders, including reasons for change orders
  - Description of project schedule performance, including initial schedule, and reasons for schedule change
  - Key assigned in-house staff and their level of involvement
  - Subcontracts (service) used in the performance of the contract
  - Reference(s) for Owner and Design Consultants
  - Coordination with stakeholders, if any
- All references submitted shall be current for relevant projects. References will be considered current if the party's name, current position/title, and position/title held at the time for which the recommendation is being sought are provided; telephone numbers must be current as of proposal due date.

**C. Strategic Project Approach (8 Points)**

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

- Preconstruction Services: In an attempt to describe the means and methods that will be used to support the design development and decision-making process please discuss the following:
  - Discuss your approach to providing successful CM services based on prior experience and how it applies to maximizing CDOT's Project goals.
  - Discuss your approach to reviewing design; providing real-time constructability feedback; ongoing value engineering services as it relates to innovation, resources, packaging, traffic phasing, critical path, etc.
  - Describe additional unique resources and capabilities that your company



will bring to preconstruction and how these unique resources and capabilities will be beneficial in achieving the Project goals.

- Describe your approach the phasing of work elements in order to optimize the schedule and potentially incorporate additional scope with limited re-work to maximize available funding on the project.
- **Construction Services:** In an attempt to describe the means and methods that will be used to support the construction and decision-making process please discuss the following:
  - Provide a description of the major Project features the Proposer can self-perform, including qualifications to do such.
  - Explain how the Proposer will be flexible and adaptable in allowing for single or multiple construction packages and CAPs.
  - Describe your approach for a subcontractor selection plan that describes your business process for the below-mentioned items.
    - Discuss how you will ensure your sub-contractors are capable and will provide work that is within schedule, high quality workmanship, and adheres to your safety standards.
    - Identify elements of work for subcontracting opportunities, work elements that will allow for equal opportunity, and types of outreach programs you will use to include small and disadvantaged businesses for this Project.
    - Discuss what mechanisms you will use to solicit reliable bids from subcontractors, lock in item costs for CAP and in the event additional work is needed during construction.
  - Describe additional unique resources and capabilities that your company will bring to construction and how these unique resources and capabilities will be beneficial in achieving the Project goals.

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

In conjunction with your team's Project Approach, your team may have some innovative ideas that may or may not meet the requirements of the RFP that could increase the likelihood for Project success. The Selection Team will consider how well your innovative ideas help balance the Project goals. Any innovations proposed need to be practical and implementable.

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

#### **E. Approach to Risk, Schedule, and Price (12 Points)**



- As each OPCC or CAP is developed, risk, schedule, and major assumptions need to be evaluated and discussed. How and when the Contractor communicates these items to CDOT is critical for a successful CMGC project.
- Consider the following sample project, an excerpt from the actual SH 7 canyon that includes major scope elements representative of the whole project:

CDOT is considering a breakout construction package and has conceptual level design plans and a scope narrative (SH 7 Lower RFP Sample Project Package can be downloaded at following link: <https://mullereng.sharefile.com/d-s83529fd24ee4751a>). For the provided sample project, provide a discussion of the following:

- Cost Model Approach

- Demonstrate how your cost model would be developed, the basis of assumptions, and how it communicates information necessary for decision making.
- Provide a description of your approach discussing the following, at a minimum:
  - Assumptions, risk, opportunities, innovation, market conditions, limited or significant market competition, subcontracting opportunities, means and methods, and potential challenges in the current design or feature that could impact schedule and cost.
  - Innovative cost savings, opportunities, and value to the Project.
  - Use of CDOT bid items cost data (CDOT Bid Item Book located at: <http://www.coloradodot.info/business/eema>) for cost evaluation and comparison.
  - Approach to the development of estimate factors such as escalation factors, fuel pricing, material sources, labor rates, craft labor agreements, availability of skilled craftsman.
  - Approach to equipment availability and rental rates.
  - Approach to developing production rates.
  - Approach to estimating indirect/overhead costs.

- Schedule Approach

- Discuss what design aspects you would recommend to the designers that would reduce schedule or add benefit to the Project.
- Discuss what construction elements or features your team will use to reduce schedule or provide added benefit to the Project.
- Discuss factors that would affect schedule such as outside



constraints, seasonal work, materials, equipment and labor availability, etc.

- Risk Approach
  - Discuss your risk management process that will be used to identify risks, assign costs to each risk, determine probability of said risk, and provide recommendations to reduce or eliminate the risk.
  - Provide a sample risk assessment and quantitative risk register identifying three to five major risks. Be sure to include:
    - Risk magnitude, mitigations and their associated cost and schedule impacts.
    - Assignment of risk responsibility an approach to shared and owner risk pools.
    - Analysis of the risk and its respective impacts to cost, quality, and schedule.

### 3.1. **EVALUATION CRITERIA FOR ORAL INTERVIEWS (50 Points Possible)**

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

The structure of the oral interview will be as follows:

- A. **Short Presentation (15 Points):** Summarize the Proposal and describe the Contractor's Innovative Ideas and Unique Resources (15 Minutes). The Proposer needs to communicate to the Selection Panel why they should be chosen. What strategies and abilities does the Proposer bring to this CMGC Project to distinguish them from the other shortlisted candidates? Limit the presentation to the most critical points of the Proposal and focus on what your team can bring to the table and why.
- B. **Team Challenge (15 Points):** The Proposer will be given a written challenge to review and propose a course of action to address the elements in the problem. The Proposer will be given 15 minutes to prepare a response or solution and 5 minutes to present a formal response or solution to the Selection Panel. This challenge scoring will be determined by the following criteria:
  - Challenge Understanding
  - Recognition of Key Points and Ideas
  - Team Collaboration
  - Communication Skills
  - Understanding of CMGC Delivery Method, Context Sensitive Solutions, and Environmental Commitments
  - Understanding of Project Goals



C. **Question and Answer Session with the Selection Panel (20 Points):** The questions asked in this session will be the same for each Proposer but follow-up questions to clarify Proposer answers will be allowed. The interview presentation and question/answer scoring will be based on the following criteria:

- Project Understanding
- Project Approach
- Project Innovation
- Communication Skills
- Understanding of CMGC Delivery Method



**3.2. EVALUATION CRITERIA FOR CMGC MANAGEMENT PRICE PERCENTAGE PROPOSAL**  
**(5 Points Possible)**

**A. CMGC Management Price Percentage – 5 Points**

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

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

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

Scoring of the CMGC Management Price Percentage:

Example: Assume the lowest CMGC Price Percentage of 10%.

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

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



## APPENDICES

### APPENDIX A: PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX

The following activities of communication, consensus building, project team reviews, conceptual design, data gathering, documentation, and formal public notice should be planned by the appropriate responsible party and coordinated with all team members. The time of their accomplishment will overlap, and parallel paths of activity should be planned to finish the development phase in accordance with the shortest possible schedule. The type and number of meetings, documents, etc., will depend on the category and characteristics of the project work. A proposal shall be developed by the Contractor which satisfies the requirements of the project development. This plan must be approved by the Contract Administrator before starting the work.

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

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<b><u>INITIAL PROJECT SCOPING MEETING (WORKSHOP)</u></b>			
A. CMGC AND PARTNERING INTRO SESSION	2	2	1
B. PROJECT SITE VISIT AND INSPECTION	1	2	
C. PROJECT STATUS, GOALS, ELEMENTS, OBJECTIVES, DESIGN SCHEDULE REVIEW	C	C	C
D. IDENTIFY PROJECT RISKS AND DEVELOP INITIAL RISK MANAGEMENT PLAN AND RISK REGISTER	C	C	C
E. REVIEW APPLICABLE ENVIRONMENTAL DOCUMENTS (ROD, FONSI, ETC.)	1	2	2
F. INDEPENDENT DESIGN AND AS-BUILT REVIEW	1		
G. DEVELOP PROJECT SCHEDULE AND TASKS	C	C	C
H. SCHEDULE BI-WEEKLY PROGRESS, FIR, FOR, AND MILESTONES MEETINGS	2	1	1
I. IDENTIFY DESIGN CRITERIA		1	2
J. DISCUSSION OF POSSIBLE EARLY DELIVERY AND LONG LEAD TIME ITEMS	1	2	2
K. ANALYSIS OF PROJECT PHASING AND MULTIPLE PS&E PACKAGES	1	2	2
L. DEVELOP DOCUMENT REVIEW AND NAMING CONVENTION STANDARDS	2	1	2
L. QUESTION AND ANSWER SESSION	2	2	1
<b>PROGRESS MEETINGS</b>			
A. CDOT/PM, C/PM, CMGC/PM	C	C	C
B. PROJECT MEETING MINUTES	2	1	
<p>The managers and team members will meet periodically as required (typically at two-week intervals). These progress meetings will be used to coordinate and track the work effort and resolve problems. The meetings will review the following:</p> <ul style="list-style-type: none"> <li>• Activities required to be complete since last meeting (Action Items)</li> <li>• Problems and challenges encountered/anticipated and potential solutions</li> <li>• Project Schedule Updates (Design and Construction)</li> <li>• Action Items</li> <li>• Coordination and communication required with: <ul style="list-style-type: none"> <li>▪ Team Members</li> <li>▪ CDOT Specialty Units</li> <li>▪ Other</li> </ul> </li> </ul> <p>The CDOT/PM will provide meeting minutes that include details discussed, notes, and all action items relating to the meeting within one week of the meeting.</p>			

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

**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

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

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**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

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

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

**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF CDOT/ OTHERS
<b>PHASE: PRECONSTRUCTION</b>			
<ul style="list-style-type: none"> <li>Construction Phasing Plan</li> </ul>	1	2	
<ul style="list-style-type: none"> <li>Value Engineering proposals</li> </ul>	1	2	2
<ul style="list-style-type: none"> <li>Cost savings reviews</li> </ul>	1	2	2
<ul style="list-style-type: none"> <li>Preliminary construction schedule</li> </ul>	1	2	
<ul style="list-style-type: none"> <li>Long lead time CAP submissions and proposals</li> </ul>	1		
<ul style="list-style-type: none"> <li>Long lead time negotiations</li> </ul>	1		2
<ul style="list-style-type: none"> <li>Long lead time item procurement</li> </ul>	1		
<ul style="list-style-type: none"> <li>Opinion of probable construction cost Estimate #2</li> </ul>	1	2	
<b>30% milestone FIR (Field Inspection Review) Preparation</b>			
Coordinate, complete, and compile the plans with inputs from other branches: materials, hydraulics, environmental, traffic, right of way, maintenance, safety, and Staff Bridge, if applicable.		1	
The 30% milestone plans and specifications shall comply with CDOT requirements and shall include: title sheet, typical sections, general notes, plan/profile sheets, and preliminary		1	2
The plans shall be submitted to the CDOT/PM and the CMGC/PM for preliminary review at least one week prior to the FIR (30% milestone)		1	
The plans will be reproduced electronically by CDOT.		2	1
Prepare the Engineer's Estimate for work described in the 30% milestone plans based on estimate quantities.		1	
Prepare the 30% preconstruction milestone		1	
CDOT Form 1048 – Project Scoping Procedures Completion		2	1
<b>Field Inspection Review Meeting</b>			
Review 30% milestone PS&E package and provide written reviews, comments, and redlines.	1		1
Attend the FIR.	C	C	C
Provide post-FIR revisions and memo.	2	1	2
Provide list of all deviations from the standard design criteria and written justification for each.		1	2
Update DBE/ESB and Subcontractor Plan.	1		2
Update Risk Register and Cost Model.	1	2	

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**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

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

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

**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

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

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

**PRECONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED**

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

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

## APPENDIX B: EVALUATION AND CMGC MANAGEMENT PRICE PERCENTAGE PROPOSAL FORMS

### PROPOSAL, ORAL INTERVIEW EVALUATION SCORING NOTES:

- i. CDOT has developed a CMGC Selection Panel Scoring Guide to promote objectivity and transparency. Selection Panel Members are required to read and follow all scoring guidelines.
- ii. All Selection Panel Members have signed Non-Disclosure Agreements and Conflict of Interest Disclaimers as part of this procurement and cannot directly be contacted by or contact anyone outside of the Engineering Contracts Officer about this project until the CMGC Services Contract has been executed.
- iii. Agencies are encouraged to include additional criteria that reflect the unique characteristics of the project under each category to help determine the submitter's overall qualifications.
- iv. Weights are to be assigned prior to evaluation and are to be consistent on all evaluation forms. Comments by Selection Panel members are required on all scoring forms so that all Proposers may receive constructive feedback on their proposals and performance.
- v. Selection Panel scoring values will be only numbers in whole, half, or quarter-number increments (i.e. 2.25, 3.50, 4.00). Scoring for the Proposal and Oral Interview Criteria form will be based on the following Qualitative Assessment Guidelines, which will be applied to all sections except the CMGC Management Price Percentage.

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

CMGC MANAGEMENT PRICE PERCENTAGE PROPOSAL EVALUATION SCORING NOTES:

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

A. CMGC Management Price Percentage 10 Points Maximum

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

TOTAL SCORING EVALUATION SCORING NOTES:

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

Section:	Score
Proposal	45pts (Scoring Form B-1)
Interview	50pts (Scoring Form B-2)
CMGC Management Price Percentage Proposal	5pts (Scoring Form B-3)

2. After the evaluation of the Proposal, the three highest ranked Proposers will be short listed and be invited to interview and submit sealed CMGC Management Price Percentage Proposals.

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

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

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

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

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

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

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

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

<b>1</b>	<b><u>Composition and Commitment of the Key Personnel: 9 Points Maximum</u></b>				
		Rating		Weight	Score
	Composition of Team/Location/Organization	<input type="text"/>	x	<input type="text" value="0.6"/>	= <input type="text"/>
	Qualifications and Experience	<input type="text"/>	x	<input type="text" value="0.6"/>	= <input type="text"/>
	Job Descriptions and Responsibilities	<input type="text"/>	x	<input type="text" value="0.6"/>	= <input type="text"/>
<b>2</b>	<b><u>Safety Record and Performance: 2 Points Maximum</u></b>				
		Rating		Weight	Score
		<input type="text"/>	x	<input type="text" value=".4"/>	= <input type="text"/>
<b>3</b>	<b><u>Contractor Capability: 9 Points Maximum</u></b>				
		Rating		Weight	Score
	Prior Experience/Performance/References	<input type="text"/>	x	<input type="text" value="0.25"/>	= <input type="text"/>
	Project Background and Success	<input type="text"/>	x	<input type="text" value="0.25"/>	= <input type="text"/>
<b>4</b>	<b><u>Strategic Project Approach: 8 Points Maximum</u></b>				
		Rating		Weight	Score
	Preconstruction Services Approach	<input type="text"/>	x	<input type="text" value="0.8"/>	= <input type="text"/>
	Construction Services Approach	<input type="text"/>	x	<input type="text" value="0.8"/>	= <input type="text"/>
<b>5</b>	<b><u>Project Innovations: 5 Points Maximum</u></b>				
		Rating		Weight	Score
	How innovations will be implemented and aid in project goals	<input type="text"/>	x	<input type="text" value="0.5"/>	= <input type="text"/>
	Impacts to time, cost, quality and safety	<input type="text"/>	x	<input type="text" value="0.5"/>	= <input type="text"/>
<b>6</b>	<b><u>Approach to Cost, Schedule, and Risk: 12 Points Maximum</u></b>				
		Rating		Weight	Score
	Cost Model Approach	<input type="text"/>	x	<input type="text" value="0.8"/>	= <input type="text"/>
	Schedule Approach	<input type="text"/>	x	<input type="text" value="0.8"/>	= <input type="text"/>
	Risk Approach	<input type="text"/>	x	<input type="text" value="0.8"/>	= <input type="text"/>

**TOTAL SCORE: (45 Points Maximum):** \_\_\_\_\_

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

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

**Oral Interview Section: 50 Points Maximum**

**Oral Interview Scoring Criteria**

Presentation Session

Team Challenge

Questions and Answer Session

Rating		Weight		Score
<input type="text"/>	x	3.333	=	<input type="text"/>
<input type="text"/>	x	3.333	=	<input type="text"/>
<input type="text"/>	x	4.0	=	<input type="text"/>

**TOTAL SCORE: (50 Points Maximum):** \_\_\_\_\_

Team Project Challenge:

Questions Asked:

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

**COLORADO DEPARTMENT OF TRANSPORTATION  
 SCORING FORM B-3: CMGC MANAGEMENT PRICE PERCENTAGE PROPOSAL FORM  
 CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES**

\_\_\_\_\_ Date                      \_\_\_\_\_ Project number                      \_\_\_\_\_ Project Title

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

Acknowledge receipt of Addendums No. \_\_\_\_ No. \_\_\_\_ No. \_\_\_\_

**CMGC Management Price Percentage Proposal Section: 5 Points Maximum**

For instructions, requirements, and scoring for the CMGC Management Price Percentage see Section 3.4. This form only requires CMGC Management Price Percentage.

1 **CMGC Management Price Percentage (5 Point Maximum)** \_\_\_\_\_ %  
 (Contractor Required Input Above)

Normalized: 


 x 

5
---

 = 

--

\* Note: Scoring calculation will be conducted by the Selection Panel. See Section 3.4 for instructions.

**TOTAL SCORE: (5 Points Maximum):** \_\_\_\_\_

\_\_\_\_\_  
 Applicant or Corporate Officer Signature                      Date                      Title

\_\_\_\_\_  
 Applicant or Corporate Officer Signature                      Date                      Title

\_\_\_\_\_  
 Applicant or Corporate Officer Signature                      Date                      Title

## APPENDIX C: CONSTRUCTION GENERAL CONDITIONS

	<b>Costs NOT TO BE included in CMGC Management Price Percentage</b>	<b>Costs TO BE included in CMGC Management Price Percentage</b>
<b>Item</b>	<b>Costs for the categories below will be negotiated and included in the direct “Cost of the Work”</b>	<b>Other indirect and non-reimbursable costs to be included in the CMGC price percentage are listed below</b>
E.1	Mobilization	Project Principal – all costs
E.2	Project Manager	Project Manager relocation, housing, and subsistence costs.
E.3	Construction Manager/Superintendent	Construction Manager/Superintendent relocation, housing, and subsistence costs.
E.4	All other on-site, construction management staff as approved by the Agency	Additional CMGC staff relocation, housing, and subsistence cost.
E.5	On-site administrative staff ,including clerical and secretarial staff	Home, branch and regional office administrative support staff and all related costs
E.6	All project direct costs related to Safety	Home, branch and regional office safety support staff and all related costs
E.7	All project direct costs related to QualityControl	Home, branch and regional office quality control support staff and all related costs
E.8	Project office costs for cleaning, set-up/demob, maintenance, security, utilities, rent/lease, equipment, and furniture	Profit
E.9	Materials and equipment handling, including shipping/transport to site and storage costs	
E.10	Costs to co-locate with Agency staff	
E.11	Job site temporary toilet facilities and maintenance	
E.12	Partnering workshops	
E.13	Construction rental equipment	
E.14	Actual cost of permits	
E.15	All project direct costs related to implementation of Agency-approved sustainable practices	
E.16	All project direct costs related to implementation of Agency-approved DBE/ESB program	
E.17	Construction equipment and vehicles at Proposer’s internal cost rate, including costs of maintenance and fuel	
E.18	All costs related to cell phones, radios, fax machines, pagers, computers and software.	
E.19	All costs of capital and interest; licenses and taxes required by law.	
E.20	Miscellaneous project office costs, including but not limited to, drinking water, printing, reproduction, postage, delivery, and supplies	

## APPENDIX D: CDOT PUBLIC INFORMATION SPECIFICATIONS

### REVISION OF SECTION 626 PUBLIC INFORMATION SERVICES (TIER III+)

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

#### DESCRIPTION

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

- (1) Outreach will be needed with residents and businesses affected by the work. This will include Special Outreach to residents as well as Towns of Lyons and Estes Park.
- (2) Regular communication with State and local projects in the area or along potential detour routes.
- (3) Frequent communication with the Town of Estes Park, homeowners along the route, US Forest Service, Rocky Mountain National park, Boulder County, Town of Lyons, and any other major stakeholders in the area.
- (4) Two public meetings (Lyons and Allenspark) will be required at least 2 weeks before the start of any activities that impact traffic.

#### CONSTRUCTION REQUIREMENTS

- (a) *Public Information Manager (PIM)*. The Contractor shall provide a full-time Public Information Manager (PIM) who will be the responsible charge for all activities associated with public information services. As part of the key project staff submittal prior to the Preconstruction Conference, the Contractor shall submit the name, contact information and qualifications of the Public Information Manager (PIM) for this project for approval by the Engineer. The PIM shall have professional experience in Public/Media Relations, Marketing or other related field and good verbal and written communications skills. PIM may be a qualified sub-consultant or a member of the Contractor's personnel, provided he has limited project duties outside those duties relating to Public Information Services. The Engineer will coordinate all aspects of the PIM's work, including all required submittals, with the Regional Communications Manager (RCM).
- (b) *Activities of the PIM*. Throughout the duration of the project, the PIM shall be responsible for the following:
  - (1) *On Call*. The PIM shall be available or on call on every day there is work on the project and shall be available upon the Engineer's request at other than normal working hours.
  - (2) *Project Meetings*. The PIM shall be available, as requested by the Engineer, to participate in weekly project meetings held on-site. At the meetings, PIM will discuss communications issues and develop strategies to provide timely details for upcoming media advisories/press releases, lane closure reports, website updates and information line recordings.

*Public Information Line/Communications*. The PIM shall establish a public information office equipped with a telephone, voicemail, computer and email address. The public information office may be located off-site or within the PIM's field office, provided that the telephone line is a local call line. The voicemail greeting for the project information line shall provide an updated message each week, or each day if necessary, concerning the project's completion date and forthcoming activities on the project and allow the recording of a message from the caller. If unable to answer the public information line, the PIM shall check and respond to voicemail messages throughout each day of construction operations and lane closures are being carried out. The PIM shall

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

- (3) track inquiries made by citizens and businesses, including names, addresses, phone numbers, and subsequent action taken during construction; these customer inquiries and follow-up action shall be entered into Dialog, a web-based contact and issue tracking database provided by the Department. The system shall provide an automated report to the Engineer and Regional Communications Manager each week. All inquiries and complaints shall be followed up with a return phone call or email from either the PIM and, when necessary, the Engineer or Regional Communications Manager.
- (4) *Photos/Video*. The PIM shall take and submit photos/videos of the project work on regular intervals. A cell phone camera is permitted. Photographs/videos may include traffic control, paving, slope repair, erosion control, bridge deck and rail work, and other key areas of work identified by the Contractor and the Department for use in reports to interested agencies, social media, and flyers. A minimum of two digital photographs/videos shall be submitted each month to the Engineer.
- (5) *Media Relations*. At least one week prior to the project start date, the PIM shall prepare a media release summarizing the project scope, construction phasing, potential traffic and construction, duration of project and summary of project benefits. The PIM shall develop additional media releases and traffic advisories based on major construction milestones such as major traffic shifts, key closures, etc. or as requested by CDOT, using the CDOT template provided by the Department. The media releases and traffic advisories will be submitted for approval in accordance with Table 626-2. CDOT will distribute media releases, traffic advisories and other information.

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

- (6) *Lane Closure Reports*. PIM shall submit a Lane Closure Report each Thursday, for the following week's activities (Saturday through Friday), to the contacts listed on the Report and at the end of this specification. Contact the Engineer or Regional Communications Manager for an electronic copy of this report.
- (7) *Web Page Updates*. The PIM shall work with CDOT to develop internet web page content specifically for this project and provide consistent updates with the latest project information (web page development experience is not necessary as the PIM will simply supply information for the CDOT web page template). It shall contain all appropriate links to/from other sites if applicable, e.g., local city, county, bus service, etc. PIM will ensure the web page is updated at least weekly with pertinent schedule information, new photos, contact information, etc.
- (8) *Project Fliers*. At least 10 working days prior to the start of work, the PIM shall prepare and deliver one flier to each property owner potentially impacted by the highway work zone such as properties with direct access to the highway, nearby businesses, schools, homes, churches or others who rely on regular traffic access in the construction zone. The flier shall be developed using the CDOT template. An email containing the flier shall also be sent to all those known to use the project limits having significant or daily use of the roadway contained within the project corridor. Examples of these are bus services, community centers, schools. Additional fliers

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may be required, as directed, and may be delivered via <http://uspseverydoordirectmail.com>, the use of a mailing list from county GIS mapping, or other approved method.

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

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

(c) *Construction Signing.* In accordance with Section 630, a minimum of one week prior to start of work, the Contractor shall erect signs at both ends of the project limits, with the estimated dates when the project will commence and end. The signs shall include the Contractor's name and public information contact number.

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

**Table 626-1  
 RESPONSE PROTOCOL**

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

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

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

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

<b>Deliverable</b>	<b>When to be submitted</b>
PIM Name and Credentials	Before Pre-Construction Meeting (along with key staff submittal)
PIM Contact Information	At Pre-Construction Meeting
Emergency Response Telephone Tree (when required in the Contract)	Before works starts
Local Telephone Hotline	Before works starts
Stakeholder Distribution List (if required for non-work zone flyer recipients and emergency service providers)	At Pre-Construction Meeting
Lane Closure Reports	Weekly, on Thursday by noon
Traffic Advisories/Media Releases	48 hours prior to scheduled distribution date
Fliers, posters or other public material	5 Working Days prior to the scheduled distribution date  In cases of rapid response, 48 hours prior to distribution
Photos/Video	Two a month or as requested.

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

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

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

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

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

**Public Information Services Contact Sheet**

**Owners:**

Colorado Department of Transportation, Resident Engineer

Name: Brian Varrella, PE  
 Address: 1050 Lee Hill Dr Boulder, CO 80302

Phone: 970-350-2140  
 Email: [brian.varrella@state.co.us](mailto:brian.varrella@state.co.us)

Colorado Department of Transportation Regional Communications Manager

Name: Jared Fiel  
 Address: 10601 W. 10<sup>th</sup> Street, Greeley, CO 80634

Phone/s: (970) 350-2217 (w); (970) 302-2846 (c)  
 Email: [jared.fiel@state.co.us](mailto:jared.fiel@state.co.us)

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Colorado Department of Transportation Web Site Administrator

Valerie Skillern  
4201 E. Arkansas Ave., Ste. 277  
Phone: (303) 757-9361  
Email: [valerie.skillern@state.co.us](mailto:valerie.skillern@state.co.us)

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

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

**City**

City Manager's Office Contact

City Public Works

City PIO

Chamber of Commerce

City Fire/Rescue

Police Department

Local Colorado State Patrol Office

Hospital

Ambulance

**County**

County Sheriff's Office

County Road & Bridge

County PIO

**Key Stakeholders (as appropriate)**

Schools/School District

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REVISION OF SECTION 626  
PUBLIC INFORMATION SERVICES  
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Businesses

Community Centers

Churches

Visitor Centers/Tourist Destinations

Railroads

Neighborhood Associations

Multi-Family Housing/Property Management Firms

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

Airports

Utility Owners

Commercial Vehicle Operators

Others

**METHOD OF MEASUREMENT**

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

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

**BASIS OF PAYMENT**

Payment will be made under:

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

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

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