



COLORADO DEPARTMENT OF TRANSPORTATION

SCOPE OF WORK COLORADO BRIDGE ENTERPRISE, FASTER SAFETY AND FASTER TRANSIT PROGRAM MANAGEMENT SUPPORT CONSULTANT

November 2, 2015

SCOPE OF WORK

I. BACKGROUND / OVERVIEW / GOALS

In 2010, The General Assembly created the landmark FASTER transportation legislation that made a number of important changes to the funding and operations of the Colorado Department of Transportation (CDOT), including the formation of the Colorado Bridge Enterprise. One of the key purposes of FASTER was to quickly generate funding for state roads and bridges lacking sufficient funding for repairs, safety improvements and transit services.

The distinguishing aspect of the FASTER program is that it is a continuing program with a stable source of revenue. FASTER has helped address shortfalls and has brought new funds to highway and bridge construction and transit. Over the last five years, FASTER improved the mobility and safety of Colorado's transportation system through hundreds of projects across the state. The three program areas where FASTER funds are administered within CDOT are:

1. Colorado Bridge Enterprise (CBE)
2. FASTER Safety projects (FS)
3. FASTER Transit Projects (FT)

A. COLORADO BRIDGE ENTERPRISE PROGRAM

Colorado Bridge Enterprise as a government-owned business that is managed by the Division of Project Support within the Colorado Department of Transportation, pursuant to 43-4-805, C. R. S. The purpose of the Bridge Enterprise is to complete designated bridge projects that involve the financing, repair, reconstruction and replacement of bridges designated as structurally deficient, functionally obsolete or rated as poor by the Colorado Department of Transportation. A bridge safety surcharge has been authorized to finance the costs of repair, reconstruction and replacement of designated bridges with annual revenues at approximately \$100,000,000.00.

The Bridge Enterprise intends to retain the services of a Program Management and Support Services consultant to assist the management of the Bridge Enterprise program in carrying out its statutory responsibilities with respect to financing, repair, reconstruction, replacement and maintenance of designated bridges and to stimulate economic recovery. The consultant will focus on program management, contract and financial management, project management and other responsibilities to deliver the program.

B. FASTER SAFETY PROGRAM

The FASTER Safety Program is administered by the Transportation Systems Management and Operations Division as well as the Division of Transportation Development within the Colorado Department of Transportation. The purpose of the FASTER Safety is to enhance the safety of a State Highway through planning, designing, engineering, acquisition, installation, construction, repair, reconstruction, maintenance, or operation projects. This includes asset management which involves a strategic and systematic process of operating, maintaining, and improving physical assets, with a focus on engineering and economic analysis based upon quality information, to identify a structured sequence of maintenance, preservation, repair, rehabilitation, and replacement actions that will achieve and sustain a desired state of good repair over the lifecycle of the assets at minimum practicable cost.

C. FASTER TRANSIT PROGRAM

The Faster Transit Program is managed by the Division of Transit and Rail within the Colorado Department of Transportation. The purpose of the FASTER Transit Program is to enable the planning, development, operation, and integration of transit and rail into the statewide transportation system. In addition, the Division, in coordination with transit and rail providers, is mandated to plan, promote and implement investments in transit and rail services statewide. Furthermore, the Division has specific duties to promote, plan, design, build, finance, operate, maintain and contract for transit services, including, but not limited to, bus, passenger rail, and advanced guideway system services.

The Consultant will be expected to work independently with each of the three divisions to deliver their respective programs as needed. In addition, all programmatic work done shall be conducted in coordination with the Program Management office for consistency in reporting program performance.

II. INITIAL SCOPE OF WORK and PROPOSAL CONTENT

This scope of work broadly describes the responsibilities of the FASTER Program Management and Support Services consultant. This will be a five-year contract based on an annual work program negotiated between each of the three FASTER program managers and the consultant. The work program will be on a fiscal year basis beginning in July of each year except for the initial start date.

The consultant shall provide program management services to each of the three FASTER programs as described in detail below. Each of the three FASTER programs have unique program needs based on the maturity of the program as well as the differing program elements. The consultant shall propose a comprehensive organizational approach to manage each of the FASTER programs both initially and in the long run.

The minimum Program Management and Support Services organizational model shall consist of the following core staff:

- Program Manager
- Deputy Program Manager
- Finance Manager
- Project Controls Manager
- Administrative Assistant

This FASTER Program Management Team (FPMT) will provide a fresh set of eyes and ideas to challenge current processes to ensure that each FASTER Program can justify and defend program and project decisions. It is anticipated that other consultant staff will be required on an as needed basis to provide support services both for the immediate and the long term needs. The proposed roles and responsibilities of these additional staff are a key element in the work plans presented in the proposal. The long-term management of each FASTER Program will be decided by each of the FASTER program managers and the Consultant team. A one-page resume shall be presented in an Appendix A to the proposal for any non-core staff that are proposed.

A. SCOPE ELEMENTS: COLORADO BRIDGE ENTERPRISE

The delivery of CBE projects is the responsibility of the five CDOT Regions; the CDOT headquarters staff provides support functions and the CDOT project manager for the CBE program will be the Director of Project Support. The CBE is an already established program with program and project metrics, however, the CBE program will be required to report program performance consistent with the requirements of Program Management Office (PMO) including but not limited to XPI, SPI. The recently created PMO will be the leading entity in program performance monitoring and the CBE/FPMT shall coordinate reporting efforts with the PMO.

One of the first tasks of the FPMT will be the preparation of the FY2017-2027 CBE 10 Year Program and Financial plan to be adopted as part of the STIP process. The FPMT will have the management lead through the preparation of the plan and the STIP process, and shall provide regular reporting to the CDOT Chief Engineer regarding the development of the plan. The FPMT team will be required to coordinate their activities with CDOT staff, the CDOT Regions, the CDOT CFO and the financial team including investment bankers, financial advisors and legal counsels.

The FPMT shall be responsible for managing all aspects of regular CBE meetings including but not limited to scheduling, preparing meeting materials, meeting facilitation and preparation of meeting minutes. Regularly scheduled meetings include at a minimum, monthly CBE Board Meetings, Schedule Change Control Board meetings and monthly progress meetings. The FPMT shall act as an extension of staff to support the CBE and CBE meetings.

In addition to the CBE 10 Year Program and Financial plan, the proposal shall present the management philosophy for the delivery of the CBE program including managing current projects underway and those not yet initiated. The proposal shall present the approach to regular

management reporting, status reporting, project reviews, Program status, schedules and budgets including the FPMT contract.

The FPMT shall work with the Regional staff to develop a schedule and cost estimate for each CBE project including contracting, design, permitting, environmental approvals, ROW, utilities, construction and other elements necessary to deliver the projects. These project schedules shall be integrated into 4 Year Project Plan. The FPMT shall develop cash flow schedules for each CBE project. Working with the Office of Program Management, the CDOT CFO, the financial advisor, Regional and other staff, the FPMT will develop a proposed delivery program and cash flow plan. The CFO and the Chief Engineer will approve the proposed financing plan to meet the cash flow requirements. There will follow a continuing refinement of program and project priorities to establish the balance between the FY2016+ program delivery schedule and pay-as-you-go and debt financing. This will of course revise the program and master schedule.

The Proposer shall highlight their understanding of all current program and financial reporting requirements, perform a quality audit to assess the compliance of CBE with the reporting requirements and make recommendations to improve the reporting procedures, processes and formats both for the immediate and long term. This work will be done in close coordination with the CDOT-CFO, PMO and CDOT staff. Additionally the Proposer shall highlight in its proposal, opportunities for innovation and value-added to the CBE and CDOT as a whole.

The FPMT will prepare a preliminary outline of a Program Management Plan (PMP) of the CBE for review and approval. This outline will highlight issues that must be resolved in the final PMP. The final and approved PMP will document all processes and procedures to deliver the Program. The Proposer's detailed work plan and schedule to accomplish this within the first 30 days of the contract will be included in the contract.

The proposal shall address the issues inherent in assuming a leadership role for a program already underway. These issues include how best to assess and revise, as appropriate, scope, cost, schedule and delivery methods for projects under design.

The FPMT shall propose the most efficient and cost effective way to deliver the program in terms of grouping projects, delivery methods, adding resources as BEPM provided support services or other non- traditional and innovative approaches. It is important for the Proposer to demonstrate their understanding of the tradeoffs necessary in terms of delivery schedule and resources required to achieve timely consensus in this process.

The FPMT shall also propose improvements and refinements to existing processes and procedures to deliver the program. This should include at a minimum both a trending program, change control processes and risk management. The FPMT will prepare a preliminary draft of the PMP incorporating these improvements and refinements.

The work plan presented in the proposal is a proposed approach to demonstrate the initial thinking of the FPMT. Key evaluation elements will be the process to assess any proposed supplementary FPMT staff requirements.

B. SCOPE ELEMENTS: FASTER SAFETY

The delivery of FS projects is the responsibility of the five CDOT Regions while the headquarters staff administers the program by reviewing and evaluation of proposed safety projects utilizing the Transportation Commission approved criteria to ensure the program objectives are met. The FPMT will assist in monitoring program status, reporting of program performance measures and maintaining of the 4-year project plan lists.

The FPMT shall also propose and implement improvements and refinements to existing processes and procedures to deliver the program. This should include quality control to ensure that the program is delivered in accordance with recent findings from the Office of the State Auditors.

C. SCOPE ELEMENTS: FASTER TRANSIT

As part of this solicitation, the Division of Transit and Rail (DTR) endeavors to enter into an agreement with a consultant engineering and/or architecture firm to work in conjunction with DTR

and CDOT Engineering Region staff to oversee the construction process for facility projects that are funded through the FASTER Transit programs.

Successful proposers will be prepared to manage FASTER funded facilities projects in accordance with all applicable State procedures and regulations.

FASTER Transit Scope of Work items:

Task 1 – Construction Bid document Review

- 1.1 Review construction drawings, agreements, and clearances provided by the Local Agency that is the recipient of FASTER funding assistance.
- 1.2 Ensure recipient is following all applicable local laws and regulations and has received necessary design permits, clearances, etc.
- 1.3 Participate in pre-bid contractor meetings to review the project with prospective construction bidders.
- 1.4 Participate in Construction RFP selection process including review of all solicitation materials, received proposals, scoring and interviews (if necessary).

Task 2 – Construction Oversight

- 2.1 Conduct necessary on site observation of work in progress for compliance with the contract documents. Recommend corrective action for work found not in compliance, and monitor contractor response.
- 2.2 Ensure recipient is following all applicable local laws and regulations and has received necessary construction permits.
- 2.3 Provide progress updates on at least a monthly basis to DTR project manager
- 2.4 Coordinate the work of independent material testing and inspection agencies.
- 2.5 Oversee Quality Assurance of the construction activities to conform to plans and specifications.
- 2.6 Review contractor's schedule, submittals for conformance to master schedule and contract documents
- 2.7 Evaluate and recommend action regarding change proposals and time extension requests.
- 2.8 Act as DTR's representative during all phases of the construction project insuring that the services that are provided are in compliance with all CDOT and State regulations.

III. ADDITIONAL SERVICES

The consultant will provide the following additional services through the term of the contract to all of the FASTER programs as necessary:

The consultant shall attend and participate in the following:

- Regular Transportation Commission meetings and Enterprise Board meetings (as necessary)
- Transportation Commission Workshops
- Sub-committee meetings
- Other meetings as required
- Materials for workshops and meetings