



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

## Request for Proposals - Professional Services

**Date: March 05, 2026**

**Project: Statewide Project Specific Digital Airport Traffic Control Tower Project Management Services**

**Total Anticipated Award: \$1,250,000.00**

Thank you for your interest and response in performing engineering services for the above-captioned project of the Colorado Department of Transportation (CDOT). By submitting a proposal on this project, the proposer agrees to the process described herein. CDOT reserves the right to cancel the solicitation or reject any proposals if doing so is in the best interest of CDOT.

### 1. Description:

CDOT will be selecting one (1) consultant for this project to provide **Statewide Project Specific Digital Airport Traffic Control Tower Project Management Services**

Please see the Scope of Work for a detailed description of the services solicited.

### 2. Submittal Deadline and Key Events Schedule:

Proposal submittals must be received no later than **12:00 PM Mountain Time (Noon)** on March 26, 2026 (“Proposal Submittal Deadline”). **All proposals submitted after the Proposal Submittal Deadline will be rejected.** Please submit your proposal electronically through BidNet Direct at

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

Please contact BidNet Direct support for help at (800) 835-4603 with any issues submitting electronically.



## Key Events Schedule

<u>Public Notice Phase</u>	<u>Date</u>
Advertisement	03/05/2026
Questions Due at 12:00pm MDT*	03/12/2026
Question Responses Published	03/19/2026
Proposal Submittal Deadline	03/26/2026
<u>Selection Phase</u>	<u>Date</u>
Panel Meeting	04/06/2026
Interviews (if applicable)	04/20/2026
Director of Aeronautics Selection/Approval	04/22/2026
Notification	04/22/2026
<u>Contracting Phase</u>	<u>Date</u>
Fee Negotiation	04/29/2026
Submit Contract Compliance Package	05/12/2026
Audit Completed	05/15/2026
Contract Award/Execution	06/12/2026

\*See Special Requirements for additional information on submitting questions.

### 3. Special Requirements:

This solicitation includes the following conditions for all proposers:

- a. Master Pricing Agreement: All consultants and subconsultants must have a valid Master Pricing Agreement (MPA) with CDOT prior to the date the contract is awarded and fully executed.
- b. Consultant Costs: CDOT will not reimburse any costs related to the preparation of a proposal, required documentation, interviews, presentations, discussions, and/or any related activities. All such costs are the sole responsibility of the proposer. CDOT shall not be liable for any costs incurred by proposers in the preparation of submittals and proposals, nor in costs related to any element of the selection and contract negotiation process.
- c. Self-Performed Work: The prime consultant is required to self-perform at least 30% of the work.
- d. Questions and Answers: All questions regarding this solicitation process must be submitted on BidNet Direct by the deadline detailed in the Key Events Schedule.



All answers will be posted on BidNet Direct by the deadline detailed in the Key Events Schedule.

## 4. Minimum Proposal Requirements

As indicated in the RFP, notice is hereby given to all interested parties that all proposers will be required to meet minimum requirements to be considered for this project. Failure to meet all the items below will result in a proposal being rejected as non-responsive. To be considered as qualified and responsive, interested firms shall meet the following minimum requirements:

- a. Submitted their proposal by 12:00 PM Mountain Time (Noon) on the Proposal Submittal Deadline listed above in **Section 2**. Any proposal received by CDOT after the Proposal Submittal Deadline will be rejected.
- b. All proposals must meet the following PDF, font and text requirements:
  - i. The following dynamic PDF elements are allowed:
    1. Bookmarks
    2. Page transitions
  - ii. The following dynamic PDF elements are prohibited:
    1. Hyperlinks
    2. Buttons
    3. Movie/Sound Clips
  - iii. Title/section pages - Cover or title page is allowed. A back page, and section title pages are not allowed. No evaluation points are assigned to these pages and will not count against allowable page limits. **Maximum seven (7) page Total Limit for Sections: Team Composition, Past Experience, Firm Capability, Project Control, Project Concept and Project Critical Issues.** (Note: 11" X 17" allowed but counts as two (2) 8.5" X 11" paper pages).
  - iv. All text should be between 10-12 point font. Fonts for graphics can be 8-10 point font. There are no restrictions on font type, but Trebuchet MS is preferred.
- c. Certify that the information and data submitted in the proposal is true and complete to the best knowledge of the individual signing the cover letter.
- d. Include all of the proposal requirements and adhere to all page and font size limits listed in **Section 4**.



## 5. Proposal Requirements Instructions:

- a. Cover or introductory Letter (1-page limit - 8 1/2 x 11 paper)
  - i. Address the cover or introductory letter to the Contracting Officer:

Tracy L. Johnson, Contracting Officer  
[tracy.l.johnson@state.co.us](mailto:tracy.l.johnson@state.co.us)  
2829 West Howard Place, 3rd Floor  
Denver, Colorado 80204
  - ii. Include all of the following elements of information in the letter as a minimum and highlight all such elements of information in **bold letters**:
    1. The name of the contract opportunity/RFP to which you are responding;
    2. Certification that the information and data submitted is true and complete to the best knowledge of the individual signing the letter;
    3. Name, telephone number, physical address and e-mail address of the individual to contact regarding the submittal and a secondary email address as well; and
    4. CDOT requires signature by an authorized principal, partner, or officer of the firm.
  - iii. No substantive information shall be included in the cover or introductory letter. Information provided in cover or introductory letters will be used for responsiveness review only and will not be scored by the evaluation panel.
  - iv. The proposer shall include a full and complete 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 shall immediately make a full written disclosure to CDOT that includes a full and complete description of the conflict and any action that the proposer has taken or proposes to take to avoid or mitigate such conflicts.
- b. Project Team Composition
  - i. Identify your:
    1. Project Principal
    2. Project Manager
    3. Key Staff
    4. Sub-consultants



- ii. Present a brief discussion regarding how the team's qualifications and experience relate to the Scope of Work.
  - iii. Include the following:
    - 1. Project Manager level of involvement in the project(s);
    - 2. Qualifications and relevant individual experience of prime and sub-consultants
    - 3. Unique knowledge of team members related to the Scope of Work.
    - 4. Commitment of time (for project specific only) full-time, part-time, etc.
    - 5. Availability of key staff members (for non-project specific only)
    - 6. Length of time with the firm for each key team member
    - 7. Experience on similar projects as a team
  - iv. Firm (Prime) Capability:
    - 1. Address the firm's size and the disciplines of technical staff.
    - 2. Include the firm's relevant experience and accomplishments as a Prime Consultant.
    - 3. Indicate the Consultant's availability to do the project concurrent with existing and projected workloads.
    - 4. Consider including the following:
      - a. Graphs depicting the firm's capacity to do the project
      - b. Information on the sub-consultant's role
      - c. The sub-consultants' function and integration into the team
      - d. Match of personnel to the existing and future workload
      - e. Succession planning
  - v. Address the project team's size and the disciplines of technical staff of each consultant.
- c. Past Experience Section
- i. List current and past projects completed within the past three years with CDOT.
  - ii. List similar projects, which are on-going or completed within the past three years for other entities, particularly airports and other public entities.
- d. Project Control Section
- i. Cost Control



1. Controlling consultant contract costs.
  2. Controlling project costs to stay within the budget.
- ii. Quality Control
    1. Insuring that CDOT procedures are followed.
    2. Insuring that project plans, specifications and estimates are free of errors and meet CDOT and other agency standards.
    3. Coordination with CDOT Project Manager and Aeronautics team.
  - iii. Scheduling
    1. Managing the required work to meet the established schedule.
    2. For your information, a detailed work hour schedule should **not** be included.
- e. Project Concept Section
- i. Briefly describe the actions you plan to take to achieve the project goals and objectives.
    1. Consider the following items:
      - a. Have you formulated a successful approach to the project?
      - b. Have you exhibited sensitivity to general public and stakeholder concerns and the ability to communicate solutions to them?
      - c. Have you demonstrated the ability to partner with the Aeronautics ?
      - d. Have you demonstrated a clear and concise understanding of the project based on the data which has been provided?
- f. Critical Issues (Problems and Solutions)
1. This is your opportunity to present an analysis of the most significant issues that you believe you will have to address in order to successfully complete this contract.
    - a. Consider the following points in presenting your analysis:
      - i. Are major problems identified?
      - ii. Are the problems significant?
      - iii. Are solutions reasonable?
- g. Prequalification Letter (1-page limit - 8 1/2 x 11 paper, **does not count against page limit**)
- i. All parties (prime and sub consultants) submitting as a team member on a proposal must be prequalified on or before the proposal submittal date. To obtain or renew a prequalification, all parties must apply for prequalification at least seven calendar days prior to the Proposal



Submittal Deadline. Approval of an application is not guaranteed. Prequalification must be renewed annually. The recommended disciplines based on the scope of work: List Work Types (with Prequalification Codes).

- ii. Proposers must submit CDOT’s prequalification letter for the prime consultant that contains the expiration date of prequalification as part of the RFP submittal.

## 6. CDOT’s Selection Process:

- a. The Contracting Officer transmits the proposal package to each panel member through the BidNet platform. The package includes the following items:
  - i. Proposal Scoring Guidelines as detailed in the RFP, Section B;
  - ii. Draft Scope of Work; and
  - iii. Proposal for each consultant.
- b. Proposal Scoring Activity
  - i. Prior to the selection panel meeting the following occurs:
    - 1. Every panel member scores every proposal independently and each criteria section (100 Points). The scoring is based on the information submitted on or before Proposal Submittal Deadline.
    - 2. Proposals are scored based on the following weighted criteria:
      - a. Project Team Composition - 20 Points
      - b. Past Experience - 20 Points
      - c. Firm Capability - 25 Points
      - d. Project Control - 10 Points
      - e. Project Concept - 15 Points
      - f. Project Critical Issues - 10 Points
  - ii. Scoring is based on the following scale (quarter point increments are permitted):

Points	Description
1.00	Minimum Score = Unsatisfactory



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

c. Selection or Short-list Panel Meeting

A selection panel meeting is held to compile scores and discuss the panel member's evaluations.

d. Interview

In case of an interview, 20 Points will be added to the possible overall total. BidNet Direct evaluation module will add a point to transition the proposal to the interview phase and does not have any bearing on the outcome of the proposal evaluation. Proposal score + interview score + BidNet Direct automatic point = total consultant score

An interview will be optional for this solicitation. The selection panel will reach a consensus ranking of the submitted firm(s) and decide at the conclusion of the selection meeting whether or not the presentation and interview option will be exercised. If the panel opts for an interview the short list of firms (minimum of the top 3 qualified consultants if 3 are received) will move to the presentation and interview phase of the solicitation. All firms to be invited to interview will receive the short-list proposal scores of all potential interview candidates. A firm has forty-eight (48) hours to notify CDOT whether or not the firm will participate in the interview process.

e. Presentation and Interview Selection Panel Meeting

- i. Short-listed firms will have approximately two weeks to prepare their presentation for their interview with the selection panel.
- ii. The purpose of this interview is to allow consultants time to present their analysis of the project and to allow the panel time to clarify the consultant's qualifications in a question and answer session. Additional details related to the interview will be emailed to the shortlisted teams in advance of the interview.



- iii. In selections including an interview phase, the interview scores count for 20 Points of the overall score and will be added to the overall total.

f. Final Selection

In making the final selection recommendation to the Director of Aeronautics, the panel reaches consensus on the ranking of the selected firm(s). The panel provides its recommendation to the Contracting Officer. The Contracting Officer provides selection documentation, including the board's ranking, to the Director of Aeronautics for review and concurrence. The Director of Aeronautics' concurrence on the selection recommendation is necessary before proceeding with selection notification of the apparent selected proposer(s).

g. Notification of Apparent Selected Proposer(s)

The Contracting Officer shall notify all proposers of the apparent selected proposer(s) via email which shall include comments and scores.

This notification does not imply that the apparent selected proposer(s) will be awarded a contract. Rather, this designation allows CDOT to perform further analysis and ask for additional documentation, i.e. the contract compliance package.

h. Debriefs

All proposers are entitled to a debrief. The debrief will be a maximum of sixty minutes and the Contracting Officer and a member of the panel will be in attendance (maybe in person or remote). A request for a debrief must be made in writing to Kaitlyn Westendorf and Tracy Johnson. Within thirty (30) days of the receipt of the notification of the apparent selected proposer.

i. Contract Award

An awarded contract is established by formal contract execution by both of the parties.

## 7. Consultant Selection Protest Rules



Protests will be handled as follows:

- a. Criteria for protest: A protest may be based only on one or more of the following:
  - i. Alleged bias, discrimination, or conflict of interest on the part of a panelist(s);
  - ii. Alleged error in computing evaluation scores; and/or
  - iii. Alleged non-compliance with any procedures described in the Request for Proposal.
- b. Any proposer who believes to be aggrieved in connection with this solicitation may submit a written protest to the Director of Aeronautics. The written protest shall be submitted within five working days after the notification has been delivered as defined in the Key Events Schedule to the apparent successful proposers and unsuccessful proposers. No further protests will be accepted or considered after the above-mentioned five working days protest period has ended. A written protest shall include the following:
  - i. A specific and complete statement of facts forming the basis of the protest; and
  - ii. A description of the relief or corrective action requested.
  - iii. The written protest shall be email to the Director of Aeronautics at: david.ulane@state.co.us
- c. A written decision regarding the protest shall be rendered within seven business days after the protest is filed, unless additional time is needed to complete the investigation of the protest.
- d. The decision by the Director of Aeronautics will constitute the final agency action of the Colorado Department of Transportation and is not subject to administrative appeal.

## 8. Doing Business with CDOT

Standard contract requirements for the project include, but are not limited to the following:

- a. Method of Payment: Cost Plus Fixed Fee (CPFF) method of payment shall be used for all task order work **unless** (1) the nature of the work directed is appropriate to Specific Rate of Pay (SROP) payment method (such as construction management services, research & development, and staffing support services); (2) SROP payment method is approved by the CDOT Project Manager and Contracting Officer; and (3) SROP payment method is reflected in the task order proposal at the time of main contract execution.



- b. **Non-discrimination:** The consultant, with regard to the work performed by it during the contract term, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subconsultants, including procurement of materials and leases of equipment. The consultant must never exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any contract covered by this part on the basis of race, color, or national origin (§ 49 CFR Part 26.7). The consultant shall not, directly or through contractual or other arrangements, subject a person to discrimination on the grounds of race, color, or national origin in its employment practices under such program, including employment practices when the contract covers any activity, project, or program set forth in 49 CFR Part 21.5 (c) or Appendix B of 49 CFR Part 21.
- c. **Consultant Assurance:** By submitting a proposal for this contract, the consultant agrees to the following assurance: The consultant, sub recipient, or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. The consultant shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by the consultant to carry out these requirements renders them ineligible for award. If such failure is determined after contract award, it is a material breach of this contract, which may result in the termination of this contract or such other remedy as CDOT deems appropriate, which may include, but is not limited to: withholding monthly progress payments; assessing sanctions; liquidated damages; and/or disqualifying the consultant from participating in future proposals.
- d. **Civil Rights Act of 1964 Title VI:** CDOT upholds and assures full compliance with the non-discrimination requirements of Title VI of the Civil Rights Act of 1964 and related Nondiscrimination authorities. CDOT, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) Title VI, 42 U.S.C. § 2000d et seq., was enacted as part of the landmark Civil Rights Act of 1964. It prohibits discrimination on the basis of race, color, and national origin in programs and activities CDOT, in accordance with the provisions of Title VI and the associated regulations, hereby notifies all proposers that it will affirmatively ensure that for any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be assured afforded full and fair opportunity to submit proposals in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award. If a recipient of federal assistance is found to have discriminated and voluntary compliance cannot be achieved, the federal agency providing the assistance should either initiate fund termination proceedings or refer the matter to the Department of Justice for appropriate legal action. Aggrieved individuals may file administrative complaints with the federal agency that provides funds to a recipient.
- e. **Open Records Act Notice:** Except for consultant audit and Master Pricing Agreement information, all records, documents, drawings, plans, specifications,



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

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. CDOT cannot provide legal advice.

In the event of litigation concerning the disclosure of any materials submitted by the proposer, CDOT's sole involvement will be as a record manager, retaining the state records pending direction from the Court upon resolution of the litigation. Proposer shall be responsible for prosecuting or defending any action concerning the legal treatment of the proposal 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. Successful proposals will be considered part of the contract document upon contract execution.

While CORA permits redactions for sensitive and confidential materials, this CORA exception is not applicable to any of the materials included in the proposal.

- f. **Prompt Payment:** Payments to all subconsultants shall be made within seven (7) days of receipt of payment from CDOT or no later than thirty (30) days from the date of the submission of a complete invoice from the subconsultant, whichever occurs first. If the consultant has good cause to dispute an amount invoiced by a subconsultant, the consultant shall notify CDOT in writing no later than the required date for payment. Such notification shall include the amount disputed and justification for the withholding. The consultant shall maintain records of payment that show amounts paid to all subconsultants. Good cause does not include failure to timely submit an invoice to CDOT or to deposit payments made. The consultant shall electronically submit prompt payment audit reports to CDOT by the fifteenth (15<sup>th</sup>) of each month through the B2GNow software. If no payment has been made, the consultant shall document this in the prompt payment audit report.
- g. **Subcontract Terms:** The assurance provided in Section d and the prompt payment terms outlined in Section g shall be included in all subcontracts or other agreements for the performance of work on the contract.
- h. **Electronic Signatures:** CDOT utilizes DocuSign for contract execution and all subsequent contracting documents. For additional guidance, please see: <https://www.colorado.gov/pacific/osc/electronic-signature-contracts-and-grants>.