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| REVIEW OF NEW SPECIFICATION OR SPECIFICATION CHANGE  | **Log No.: 626-6A** |
| **Specification Section No.:** 626 | **Item:** Public Information Services |
| **Originating Office:**  Office of Communications | **By:** Littleton/Ford |
| **Date Sent For Review:** November 16, 2018 | **Date Comments Due:**  December 7, 2018 |
| Submit response to: Andrew Pihaly, Specifications Engineer, 3rd floor, CDOT HQ |
| **Vote****Y/N** | **Concurrent Reviews – Others Commenting** | The attached Draft Specification is submitted for your review and comments. If not returned by Date Comments Due, the draft specification will be considered to be approved unless the Standards and Specifications Unit of the Project Development Branch [(303) 757-9474, (303) 757-9402] is advised otherwise.**REMARKS:** If the proposed changes to these **3 special provision worksheets** are approved, the revised versions will be issued and published on the specifications page of the CDOT website for use on projects.NOTE: These revised worksheets were previously reviewed under Log No. 626-6. Review comments have been addressed and a few other changes have beenmade. |
|  | **Spec Committee Members:** | **✓** |
|  | Co-Chairman: Neil Lacey | ✓ |
|  | Region 1: Telecia McCline | **✓** |
|  | Region 1: Jason Lucerna | **✓** |
|  | Region 2: Jody Pieper | **✓** |
|  | Region 3: Jarrett Spegele | **✓** |
|  | Region 4: Chris Boespflug | **✓** |
|  | Region 5: David Valentinelli | **✓** |
|  | Project Development: Neil Lacey | **✓** |
|  | Standards and Specifications: Shawn Yu | **✓** |
|  | Area Engineers: Straub, Zamora, & Ryburn | **✓** |
|  | Bridge: Hoang Bui | **✓** |
|  | Contracts & Market Analysis: Markos Atamo | **✓** |
|  | Materials: Mike Stanford | **✓** |
|  | Materials: Craig Wieden | **✓** |
|  | Traffic Engineering: Thomas Dinardo | **✓** | REVIEWER COMMENTS:( ) Approved ( ) Disapproved ( ) ModifiedIf disapproved or modified, give reason why and show any modifications on the attached draft copy: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_ Name/Signature Date |
|  | Maintenance: Tyler Weldon | **✓** |
|  | FHWA: Kelly Galardi | **✓** |
|  | Attorney General: Leo Milan | **✓** |
|  | **Others:** |  |
|  | Colorado Contractors Assoc.: Jim Moody | **✓** |
|  | **Technical Committees:** |  |
|  | Bridge |  |
|  | PDAC | **✓** |
|  | Drainage Advisory Committee (DAC) |  |
|  | Water Quality Advisory Committee (WQAC) |  |
|  | Joint Co-op, CDOT/CCA |  |

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| **COLORADO DEPARTMENT OF TRANSPORTATION****SUBMITTAL OF NEW SPECIFICATION OR SPECIFICATION CHANGE** | Log No. (Assigned by Standards and Specifications Unit)626-6A |
| TO: Standards & Specifications Unit Project Development Branch | FROM:CDOT HQ – Communications Office(Region, Branch or Technical Committee) |
| SPECIFICATION SECTION NO.626 | ITEMPublic Information Services | PriorityRoutine x Fast |
| Reason for this new or changed specification:These revised project special provision worksheets were previously reviewed under Log No. 626-6. They have been revised to address the comments from that review. A few additional changes have been made. The revisions to these project special provision worksheets are required as a result of the implementation of the new Lane Closure Reporting tool, a web-based tool that integrates with CTMS to report traffic impacts to customers. This change affects the project on-boarding and off-boarding process and, primarily, how the PIM submits lane closure information. |
| New or Revised Specification:See attached. |
| NOTE: See Procedural Directive 513.1 for a description of appropriate specification development procedures. |

**CDOT Form #1215 1/15**

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 Project Engineer with review by Regional Communications Manager. Anticipated communications issues on this project include but are not limited to:

1. ♦
2. Determine whether the project is in a Limited English Proficiency (LEP) impacted area (i.e., the community to which the project flyers shall be distributed has greater than 5 percent LEP persons).

**CONSTRUCTION REQUIREMENTS**

1. *Public Information Manager (PIM)*. The Contractor shall provide a full-time Public Information Manager (PIM) who shall be in responsible charge of all activities associated with public information services for this project. The PIM shall be on the list of key project staff submitted prior to the Preconstruction Conference. Within seven working days following the date of the Notice to Proceed (NTP) 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 Engineer will obtain the Regional Communications Manager’s review of the PIM’S qualifications prior to approving or disapproving the PIM. The PIM shall have a minimum of five years of professional experience in Public/Media Relations, Marketing, or other related field and good verbal and written communications skills. Administrative/business office experience is not considered experience in a related field. The Engineer will coordinate all aspects of the PIM’s work, including all required submittals, with the Regional Communications Manager (RCM).
2. *Activities of the PIM.* Throughout the duration of the project, the PIM shall be responsible for the following:
3. *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.
4. *Weekly Project Meetings.* The PIM shall participate in weekly project meetings held on-site. At the meetings, the PIM shall discuss weekly communications issues and shall develop strategies to provide timely details for upcoming media advisories/press releases, lane closure reports, website updates, and information line recordings.
5. *Public Information Plan.*The PIM shall submit a Public Information Plan (PIP) for approval by the Engineer. The PIP shall include project milestones and planned public information strategies for community and business relations, government affairs and media relations, primary stakeholder communications list, identification of any public information issues, proposed outreach, and approach to crisis communications. The PIP shall be updated if necessary based on project milestones and progress.
6. *Dialog Project Account.* The Contractor or PIM shall use Dialog as part of the project communications and shall start the process by submitting “Request for Dialog Account” as part of the on-boarding for the Project.Dialog is a web-based communications support system provided by the Department. At this time, the Contractor or PIM shall provide all the project details that will appear on the Dialog Project Page. The Contractor or PIM will receive a login and password with which to access the Dialog Customer Service Program as well as the Lane Closures & Updates Program.
7. *Dialog Project Account and PIM Onboarding.* The PIM shall submit and complete an online project onboarding form with the CDOT Communications Office. The online form and checklist will be updated throughout the duration of the project. The online form will assist the PIM with required deliverables and communications tools for a successful project. These deliverables are: communication plans, stakeholder lists, website content, press releases, flyers, digital newsletters, hotline, Dialog or customer service inquiries, etc. The online onboarding form can be found at <https://form.jotform.com/71167524405150>
8. *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 (even if work is continuous), 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 that construction operations and lane closures are being carried out.  The PIM shall 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. The system will 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.
9. *Photos/Video.* The PIM shall take photos/videos with a description of the project work on regular intervals and submit them to the Engineer and Regional Communications Manager. 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 as identified by the Contractor, Engineer, or Regional Communications Manager for use in reports to interested agencies, social media, and flyers. A minimum of two digital photographs/videos with a description, including the date and activity depicted, shall be submitted each month to the Engineer and the Regional Communications Manager.
10. *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, and on other occasions as requested by CDOT. The media releases and traffic advisories shall be prepared using the CDOT template provided by the Department and shall include detour maps or other visual aids, etc. The media releases and traffic advisories shall be submitted to the Engineer and Regional Communications Manager for approval in accordance with Table 626-2. CDOT will distribute media releases, traffic advisories, and other information.

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

1. *Paid Advertisements.* The PIM shall work with local media to develop and place a quarter-page ad in the local papers or through geo-located social media at least one week prior to start of construction. The ad shall detail the dates and scope of construction with visual aids (maps, photos of project area, etc.). The ad shall note that business access will be maintained but only temporarily altered and shall encourage readers to sign up for free updates via CDOT’s web site. Selection of local paper or social media for advertising shall be as approved.
2. *Public Meetings*. The PIM shall host a minimum of one Contractor-hosted in person or telephone town hall public meeting at least two weeks prior to the start of work. The PIM shall host a minimum of one Contractor-hosted in person or telephone town hall public meeting during the project at a convenient location that shall accommodate the above attendees. The PIM shall publicize the meeting through multiple means including local media, email and inserts in local newsletters, flyers, mailers, and others.

The focus of the meeting shall be to inform attendees of project plans and schedules and to provide information on how those interested can receive updates on the project (via email address list or CDOT’s GovDelivery messaging system). At the meeting, the PIM shall have project displays available for viewing that will provide information on work, phasing, traffic impacts, etc. Subsequent project meetings may be necessary. ▼

1. *Stakeholder Meetings.* The PIM and the Contractor’s staff shall participate with CDOT on any meetings throughout the duration of the project as requested. The Contractor shall provide appropriate technical staff as required.
2. *Tours and Special Events.* The PIM shall provide media, businesses, and government officials tours of the construction areas and support the coordination of special events such as groundbreaking, grand opening, or other key milestones. The PIM will provide representatives of the Contractor to participate in tours and events, as well as to assist in the coordination of events.
3. *Weekly Lane Closures.* The PIM shall assign a Lane Closure & Updates “Preparer” and a “Backup Preparer” who will be responsible for entering Lane Closures & Work Updates into the Dialog Program each week.  The PIM, or the assigned Preparer, shall enter Weekly Lane Closures & Updates into the project through the Dialog Project Lane Closures & Updates Page each Thursday by 3:00 pm for the following week’s activities (Sunday through Saturday). Lane closures will be reviewed and approved by the Project Engineer and submitted by the Dialog Project Administrator each Friday for inclusion in [www.COTrip.org](http://www.COTrip.org) and a media report. The PIM shall verify that the lane closure report is reflected accurately on [www.COTrip.org](http://www.COTrip.org) by noon on the following Monday. If corrections are necessary, the PIM shall coordinate those corrections to in [www.COTrip.org](http://www.COTrip.org) with the Dialog Project Administrator.
4. *Real-Time Lane Closures Changes.* Following approval by the Project Engineer, the PIM or the assigned Preparer shall notify the Dialog Project Administrator a minimum of 24 hours in advance if a change is made to a previously submitted or approved Lane Closure (e.g., weather changes require shifting a closure to another day, the Contractor takes advantage of good weather and adds additional work). The Dialog Project Administrator will "unlock" the record so that the change can be made and re-submitted for approval.
5. *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. The PIM doesn’t need web development experience as the PIM will simply supply information for the CDOT web page template. Updates shall contain all appropriate links to and from other sites if applicable, e.g., local city, county, bus service, etc. The PIM shall ensure the web page is updated at least weekly with pertinent schedule information, new photos, contact information, etc.
6. *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, and 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, and schools. Additional fliers may be required, as directed by the Engineer, and may be delivered via <http://uspseverydoordirectmail.com>, the use of a mailing list from county GIS mapping, or other approved method. Fliers shall also be posted on social media.

The flier shall provide the anticipated project start and end dates, location and description of work, traffic impacts and hours/days of operation, the PIM’s project information line, email address, web address, project map (if necessary), photo of project area (if necessary), and a construction safety message as defined by the Department.  The flier may also contain the Contractor’s logo, if desired. Fliers shall be submitted for approval in accordance with Table 626-2. Final approval will be 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.

1. *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.
2. *Public Information Collateral.* The PIM shall develop a variety of outreach collateral to share coping information to the public as necessary for major project milestones such as long-term closures or impactful construction activities (e.g., nighttime noise, restricted access, utility impacts, etc). Collateral could include newsletters, fact sheets, flyers, social media updates, visual aids, etc.
3. *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.
4. *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**

|  |  |
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| **TYPE OF COMMUNICATION** | **TIMING OF RESPONSE** |
| Hotline Calls | Check messages throughout dayRespond 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 Inquiries | Within one week of the meeting |

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

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

|  |  |
| --- | --- |
| **DELIVERABLE** | **WHEN TO BE SUBMITTED** |
| PIM Name and Credentials | 7 Working Days following Notice to Proceed (NTP) |
| PIM Contact Information | At Pre-Construction Meeting |
| Emergency Response Telephone Tree (when required in the Contract) | Before work starts |
| Local Telephone Hotline | Before work starts |
| Stakeholder Distribution List  | At Pre-Construction Meeting |
| Lane Closure ReportsReal-Time Lane Closures or Changes | Weekly, on Thursday by noonA minimum of 24 hours in advance if a change In real-time if in the field change |
| 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 dateIn cases of rapid response, 48 hours prior to distribution |
| Photos/Video | Twice a month or as requested. |

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

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

|  |  |
| --- | --- |
| **DELIVERABLE** | **WHEN TO BE PUBLISHED** |
| Full road closures of impactful duration (e.g. weekend closure of interstate)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:* Night Work
* Utilities
* Change of business/residential access
 | 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 |

1. *Public Information Contact Sheet.* A Public Information Contact Sheet shall be completed by the PIM with the names of contacts as appropriate to the project:

**Public Information Services Contact Sheet**⚫

**Owners:**

Colorado Department of Transportation, Maintenance Superintendent/Resident Engineer

Name:

Address:

Phone/s:

Email:

Colorado Department of Transportation Regional Communications Manager

Name:

Address:

Phone/s:

Email:

Colorado Department of Transportation Web Site Administrator

Valerie Skillern

Phone: (303) 757-9361

Email:  valerie.skillern@state.co.us

Colorado Department of Transportation Dialog Administrator

Tina Littleton

Phone: (303) 512-4066

Email:  tina.littleton@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

1. *Stakeholder List.* ThePIM shall submit a Stakeholder List as part of the Public Information Plan. The PIM shall include name, phone, email, notes on communications needs for each category listed below and as necessary for the project and project impacts.

**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

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:

**Pay Item** **Pay Unit**

Public Information Services (Tier II) 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.

**INSTRUCTIONS** **TO** **DESIGNERS** (delete instructions and symbols from final draft):

The Designer should consult the Regional Communications Manager to discuss which level of PIM specifications is warranted prior to completion of bid package. Tier II PIM projects are medium to high impact projects which typically involve:

• Moderate/High visibility from media/ public

• Moderate/High stakeholder involvement

• Moderate/High impact to traveling public/ stakeholders

• Examples: Grand Ave. Bridge, I-25 in CO Springs, I-76 (Brush to Ft. Morgan), US 36 Lyons to Estes Park, US 160/US 550 CFI Durango

Tier II PIM Projects

• Role: PIM will be a full-time public relations professional with at least five years’ experience

• Requirements: Robust Communications Plan which includes strategy, stakeholder lists and communications tools including:

o Project Meetings

o Collateral (Flyers, Photos)

o Web Updates

o Media Updates/Advisories

o Hotline

o Public Meetings

o Lane Closures

• **Estimating: Avg: 0.5 - 0.9% project budget**

**o Example: $70 million bridge reconstruction project on state highway. Average communications budget of 0.5% or $350,000**

Use this spec if your project has some/all of the following: is being conducted on a high-volume road with possibly a significant number of direct-access points/driveways; is in or adjacent to a community’s business center with high commuter/pedestrian/cycling traffic; changing work zones; variety of stakeholders (e.g., businesses, transit providers, commuters, tourists, etc.) and a need for more consistent public information activities. A “Tier II” project requires a professional-level PIM to complete the following: hosting a public meeting prior to construction, as well as during, if warranted; gathering and managing a stakeholder contact list; establishing a project information number for posting on static construction signs, completing a lane closure report each week, delivering project flyers to those residences/businesses with direct access to highway, meeting with affected property owners as necessary, providing content for project web page, if warranted, answering and logging calls/emails to the project information line/email address, assisting with media relations and more.

♦ In consultation with the Regional Communications Manager, identify key communication issues which need to be addressed.

▼ In consultation with the Regional Communications Manager, identify additional public meetings required during construction.

⚫ Complete the worksheet with contact information for the contacts applicable to this project. Delete contacts which are not required.

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 but are not limited to:

1. ♦
2. Determine whether the project is in a Limited English Proficiency (LEP) impacted area (i.e., the community to which the project flyers shall be distributed has greater than 5 percent LEP persons).

**CONSTRUCTION REQUIREMENTS**

1. *Public Information Manager (PIM)*. The Contractor shall provide a full-time Public Information Manager (PIM) who shall be in responsible charge of all activities associated with public information services for this project The PIM shall be on the list of key project staff submitted prior to the Preconstruction Conference. Within seven working days following the date of the Notice to Proceed (NTP) 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 Engineer will obtain the Regional Communications Manager’s review of the PIM’S qualifications prior to approving or disapproving the PIM. The PIM shall have professional experience in Public/Media Relations, Marketing or other related field and good verbal and written communications skills. Administrative/business office experience is not considered experience in a related field. The PIM may be a qualified sub-consultant or a member of the Contractor’s personnel, provided they have 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).
2. *Activities of the PIM.* Throughout the duration of the project, the PIM shall be responsible for the following:
3. *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.
4. *Project Meetings.* The PIM shall be available, as requested by the Engineer, to participate in weekly project meetings held on-site. At the meetings, the PIM will discuss communications issues and shall develop strategies to provide timely details for upcoming media advisories/press releases, lane closure reports, website updates and information line recordings.
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The PIM or Contractor 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.

1. *Weekly Lane Closures.* The PIM shall assign a Lane Closure & Updates “Preparer” and a “Backup Preparer” who will be responsible for entering Lane Closures & Work Updates into the Dialog Program each week.  The PIM, or the assigned Preparer, shall enter Weekly Lane Closures & Updates into the project through the Dialog Project Lane Closures & Updates Page each Thursday by 3:00 pm for the following week’s activities (Sunday through Saturday). Lane closures will be reviewed and approved

by the Project Engineer and submitted by the Dialog Project Administrator each Friday for inclusion in [www.COTrip.org](http://www.COTrip.org) and a media report. The PIM shall verify that the lane closure report is reflected accurately on [www.COTrip.org](http://www.COTrip.org) by noon on the following Monday. If corrections are necessary, the PIM shall coordinate those corrections to  [www.COTrip.org](http://www.COTrip.org) with the Dialog Project Administrator.

1. *Real-Time Lane Closures Changes.*  Following approval by the Project Engineer, the PIM, or the assigned Preparer, shall notify the Dialog Project Administrator a minimum of 24 hours in advance if a change is made to a previously submitted or approved Lane Closure (e.g., weather changes require shifting a closure to another day, the Contractor takes advantage of good weather and add ins additional work.) The Dialog Project Administrator will "unlock" the record so that the change can be made and re-submitted for approval.
2. *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. The PIM doesn’t need web development experience as the PIM will simply supply information for the CDOT web page template. Updates shall contain all appropriate links to and from other sites if applicable, e.g., local city, county, bus service, etc. The PIM will ensure the web page is updated at least weekly with pertinent schedule information, new photos, contact information, etc.
3. *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 and 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, and schools. Additional fliers may be required, as directed by the Engineer, and may be delivered via <http://uspseverydoordirectmail.com>, the use of a mailing list from county GIS mapping, or other approved method. Fliers shall also be posted on social media.

The flier shall provide the anticipated project start and end dates, location and description of work, traffic impacts and hours/days of operation, the PIM’s project information line, email address, web address, project map (if necessary), a photo of the project area (if necessary), and a construction safety message as defined by the Department.  The flier may also contain the Contractor’s logo, if desired. Fliers shall be submitted for approval in accordance with Table 626-2. Final approval will be 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.

1. *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.
2. *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.
3. *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 COMMUNICTION** | **TIMING OF RESPONSE** |
| Hotline Calls | Check messages throughout dayRespond 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 |

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

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

|  |  |
| --- | --- |
| **DELIVERABLE** | **WHEN TO BE SUBMITTED** |
| PIM Name and Credentials | 7 Working Days following Notice to Proceed (NTP) |
| 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  | At Pre-Construction Meeting |
| Lane Closure ReportsReal-Time Lane Closures or Changes | Weekly, on Thursday by noonA minimum of 24 hours in advance if a change In real-time if in the field change |
| 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 dateIn cases of rapid response, 48 hours prior to distribution |
| Photos/Video | Twice a month or as requested. |

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

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

|  |  |
| --- | --- |
| **Deliverable** | **When to be published** |
| Full road closures of impactful duration (e.g. weekend closure of interstate)Detoursand 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:* Night Work
* Utilities
* Change of business/residential access
 | 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 |

1. *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, Maintenance Superintendent/Resident Engineer

Name:

Address:

Phone/s:

Email:

Colorado Department of Transportation Regional Communications Manager

Name:

Address:

Phone/s:

Email:

Colorado Department of Transportation Web Site Administrator

Valerie Skillern

Phone: (303) 757-9361

Email:  valerie.skillern@state.co.us

Colorado Department of Transportation Dialog Administrator

Tina Littleton

Phone: (303) 512-4066

Email:  tina.littleton@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

1. *Stakeholder List.* PIM shall submit a Stakeholder List as part of the Public Information Plan. The PIM shall include name, phone, email, notes on communications needs for each category listed below and as necessary for the project and project impacts.

**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

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:

**Pay Item** **Pay Unit**

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.

**INSTRUCTIONS TO DESIGNERS** (delete instructions and symbols from final draft):

The Designer should consult the Regional Communications Manager to discuss which level of PIM specifications is warranted prior to completion of bid package.

Tier III Projects are medium impact projects which typically involve:

• Moderate visibility from media/public

• Moderate stakeholder involvement

• Moderate impact to traveling public/ stakeholders

• Examples: I-25 Lane Balancing, US 287 Resurfacing, US 50 Delta to Montrose resurfacing

Tier III PIM Projects

* Role: Depending on Project scope and impacts, PIM may be a Contractor staff member (with limited other duties) or professional public relations subcontractor.
* Requirements: Communications Plan, execution of stakeholder lists and communications tools including:
	+ Project Meetings
	+ Collateral (Flyers, Photos)
	+ Web Updates
	+ Media Updates/Advisories
	+ Hotline
	+ Public Meetings
	+ Lane Closures
* **Estimating: Avg: 0.3 - 0.5% project budget**
	+ **Example:   $20 million rehab project on state highway. Average communications budget of 0.3% or $60,000**

Use this spec if your project is being conducted on a mid-volume road with possibly a significant number direct-access points/driveways, relatively high commuter/tourist traffic, changing work zones, and a need for consistent public information.

A Tier III project may require a professional-level PIM, but it may suffice that the Prime PIM assign a staff member with communications experience which does not include business office/admin experience. This person may have limited other project duties but communications is primary work and this person is NOT the project superintendent). This person will complete public information tasks (establish a project number for construction signs, complete a lane closure report each week, deliver project flyers to those residences/businesses with direct access to highway and email to specific highway users (defined), meeting with affected property owners as necessary, provide content for project web page, answer and log calls/emails to the project information line/email address, provide information for press releases. The PIM must be identified seven working days following NTP.

♦ In consultation with the Regional Communications Manager, identify key communication issues which need to be addressed.

⚫ Complete the worksheet with contact information for the contacts applicable to this project. Delete contacts which are not required.

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 but are not limited to:

1. ♦
2. Determine whether the project is in a Limited English Proficiency (LEP) impacted area (the community to which the project flyers shall be distributed has greater than 5 percent LEP persons)

**CONSTRUCTION REQUIREMENTS**

1. *Public Information Manager (PIM)*. The Contractor shall provide a full-time Public Information Manager (PIM) who shall be in responsible charge of all activities associated with public information services. The PIM shall be on the list of key project staff submitted prior to the Preconstruction Conference. Within seven working days following the date of the Notice to Proceed (NTP)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’s Public Information Manager (PIM) may be the superintendent if approved by the Engineer after consulting with the Regional Communications Manager, or the PIM may be another approved project staff person. The PIM shall have good verbal and written communications skills. The Engineer will coordinate all aspects of the PIM’s work, including all required submittals, with the Regional Communications Manager (RCM).
2. *Activities of the PIM.* Throughout the duration of the project, the PIM shall be responsible for the following:
3. *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.
4. *Dialog Project Account.* The Contractor or PIM shall use Dialog as part of the project communications and shall start the process by submitting “Request for Dialog Account” as part of the on-boarding for the Project.Dialog is a web-based communications support system provided by the Department. At this time, the Contractor or PIM shall provide all the project details that will appear on the Dialog Project Page. The Contractor or PIM will receive a login and password with which to access the Dialog Customer Service Program as well as the Lane Closures & Updates Program.
5. *Dialog Project Account and PIM Onboarding.* The PIM shall submit and complete an online project onboarding form with the CDOT Communications Office. The online form and checklist will be updated throughout the duration of the project. The online form will assist the PIM with required deliverables and communications tools for a successful project. These deliverables are: communication plans, stakeholder lists, website content, press releases, flyers, digital newsletters, hotline, Dialog or customer service inquiries, etc. The online onboarding form can be found at <https://form.jotform.com/71167524405150>
6. *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 (even if the work is continuous), 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 that construction operations and lane closures are being carried out.  The PIM shall 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. The system will 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.

1. *Photos/Video.* The PIM shall take photos/videos with a description of the project work on regular intervals and submit them to the Engineer and Regional Communications Manager. 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 as identified by the Contractor, Engineer or Regional Communications Manager for use in reports to interested agencies, social media, and flyers. A minimum of two digital photographs/videos with a description, including the date and activity depicted, shall be submitted each month to the Engineer and the Regional Communications Manager.
2. *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, and on other occasions as requested by CDOT. The media releases and traffic advisories shall be prepared using the CDOT template provided by the Department and shall include detour maps or other visual aids, etc. The media releases and traffic advisories shall be submitted to the Engineer and Regional Communications Manager for approval in accordance with Table 626-2. CDOT will distribute media releases, traffic advisories and other information.

The PIM or the Contractor 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.

1. *Weekly Lane Closures.* The PIM shall assign a Lane Closure & Updates “Preparer” and a “Backup Preparer” who will be responsible for entering Lane Closures & Work Updates into the Dialog Program each week.  The PIM, or the assigned Preparer, shall enter Weekly Lane Closures & Updates into the project through the Dialog Project Lane Closures & Updates Page each Thursday by 3:00 pm for the following week’s activities (Sunday through Saturday). Lane closures will be reviewed and approved by the Project Engineer and submitted by the Dialog Project Administrator each Friday for inclusion in [www.COTrip.org](http://www.COTrip.org) and a media report. The PIM shall verify that the lane closure report is reflected accurately on [www.COTrip.org](http://www.COTrip.org) by noon on the following Monday. If corrections are necessary, the PIM shall coordinate those corrections to [www.COTrip.org](http://www.COTrip.org) with the Dialog Project Administrator.
2. *Real-Time Lane Closures Changes.*  Following approval by the Project Engineer, the PIM, or the assigned Preparer, shall notify the Dialog Project Administrator a minimum of 24 hours in advance if a change is made to a previously submitted or approved Lane Closure (e.g., weather changes require shifting a closure to another day, the Contractor takes advantage of good weather and adds in additional work). The Dialog Project Administrator will "unlock" the record so that the change can be made and re-submitted for approval.
3. *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. The PIM doesn’t need web page development experience as the PIM will simply supply information for the CDOT web page template. Updates shall contain all appropriate links to and 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.
4. *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, and 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, and schools. Additional fliers may be required, as directed by the Engineer and may be delivered via <http://uspseverydoordirectmail.com>, the use of a mailing list from county GIS mapping, or other approved method. Fliers shall also be posted on social media.

The flier shall provide the anticipated project start and end dates, location and description of work, traffic impacts and hours/days of operation, the PIM’s project information line, email address, web address, project map (if necessary), a photo of the project area (if necessary), and a construction safety message as defined by the Department.  The flier may also contain the Contractor’s logo, if desired. Fliers shall be submitted for approval in accordance with Table 626-2. Final approval will be 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.

1. *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.
2. *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.
3. *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 dayRespond 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 Inquiries | Within one week of the meeting |

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

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

|  |  |
| --- | --- |
| **DELIVERABLE** | **WHEN TO BE SUBMITTED** |
| PIM Name and Credentials | 7 Working Days following Notice to Proceed (NTP) |
| PIM Contact Information | At Pre-Construction Meeting |
| Emergency Response Telephone Tree (when required in the Contract) | Before work starts |
| Local Telephone Hotline | Before work starts |
| Stakeholder Distribution List  | At Pre-Construction Meeting |
| Lane Closure ReportsReal-Time Lane Closures or Changes | Weekly, on Thursday by noonA minimum of 24 hours in advance if a change In real-time if in the field change |
| 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 dateIn cases of rapid response, 48 hours prior to distribution |
| Photos/Video | Twice a month or as requested. |

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

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

|  |  |
| --- | --- |
| **DELIVERABLE** | **WHEN TO BE PUBLISHED** |
| Full road closures of impactful duration (e.g. weekend closure of interstate)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:* Night Work
* Utilities
* Change of business/residential access
 | 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 |

1. *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, Maintenance Superintendent/Resident Engineer

Name:

Address:

Phone/s:

Email:

Colorado Department of Transportation Regional Communications Manager

Name:

Address:

Phone/s:

Email:

Colorado Department of Transportation Web Site Administrator

Valerie Skillern

Phone: (303) 757-9361

Email:  valerie.skillern@state.co.us

Colorado Department of Transportation Dialog Administrator

Tina Littleton

Phone: (303) 512-4066

Email:  tina.littleton@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

1. Stakeholder List. The PIM shall submit a Stakeholder List as part of the project communications at the Pre Con. The PIM shall include name, phone, email, notes on communications needs for each category listed below and as necessary for the project and project impacts.

**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

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:

**Pay Item** **Pay Unit**

Public Information Services (Tier IV) 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.

**INSTRUCTIONS** **TO** **DESIGNERS** (delete instructions and symbols from final draft):

The Designer should consult the Regional Communications Manager to discuss which level of PIM specifications is warranted prior to completion of bid package.

Tier IV projects are low impact projects or projects in remote areas which typically involve:

• Low visibility from media/public

• Remote highway with limited to no residence/business access

• Low stakeholder involvement

• Low impact to traveling public/ stakeholders

• Examples: Overlays/chip seals, signals, contracted maintenance, etc.

Tier IV PIM Projects

* Role: Contractor’s PIM may be the Contractor Project Superintendent (if approved) with good verbal and written communications skills
* Requirements: Execution of stakeholder lists and communications tools including:
	+ Collateral (Flyers, Photos)
	+ Media Updates/Advisories
	+ Hotline
	+ Lane Closures
* **Estimating: Avg: 0.1 - 0.3% project budget**
	+ **Example:   $10 million overlay project on rural state highway.  Average communications budget of 0.1% or $10,000**

Use this spec if your project is being conducted on a low-volume road with limited direct-access points/driveways, but is a project that requires Prime PIM to assign a staff member (can be project superintendent) to complete the following: establish a project number for posting on static construction signs, complete a lane closure report each week, deliver project flyers to those residences/businesses with direct access to highway and answer and log calls and emails that come in to the project information line/email address. The PIM must be identified BEFORE the Pre-Con meeting for approvals.

♦ In consultation with the Regional Communications Manager, identify key communication issues which need to be addressed.

⚫ Complete the worksheet with contact information for the contacts applicable to this project. Delete contacts which are not required.