COLORADO
Department of Transportation

CDOT Region 1 BRT Program
2829 W Howard Pl. 2nd Floor
Denver, CO 80204

DATE: 12/29/2025

TO: Keith Stefanik, P.E. Chief Engineer

FROM: Ryan Noles, BRT Program Manger

SUBJECT: Alternative Project Delivery Method Recommendation for Chief Engineer Approval: 27327 Federal Blvd Bus Rapid Transit Project

As stated in the Project Delivery Selection Guidelines, the Chief Engineer's approval is required for a project to be delivered using any alternative delivery method.

In late 2023, the Colorado Department of Transportation (CDOT) Region 1 Bus Rapid Transit (BRT) team began preliminary design and National Environmental Policy Act (NEPA) analysis for the Federal Boulevard Bus Rapid Transit (BRT) project. The project reached the 30% design Field Inspection Review (FIR) milestone in July 2025, and is preparing to initiate final design and delivery.

The Federal Boulevard BRT Project involves the construction of rapid transit infrastructure primarily aimed at modifying the existing roadway for enhanced transit operations. The scope includes pavement upgrades, installing BRT lane striping, and integrating Transit Signal Priority (TSP) systems to increase transit efficiency. 74 new BRT stations will be constructed along the route, featuring elevated platforms, shelters, and technology for ticketing and security. Since this is a complex multimodal project, the construction scope will also include upgrading sidewalks, replacing curb and gutter, and performing necessary utility relocation. This project will benefit from a phased approach to implement the BRT, designed to mitigate disruption while maintaining traffic flow and access to businesses.

On November 18 and 21, 2024, the Federal Boulevard BRT project team held a Project Delivery Selection Matrix (PDSM) workshop facilitated by CDOT's Alternative Delivery Program to analyze the potential benefits of using an alternative delivery method to deliver the Federal Boulevard BRT Project. At the workshop, Region 1 BRT, Traffic, North, and Central Programs, and Alternative Delivery staff, determined that Construction Manager/General Contractor (CM/GC) was the most appropriate delivery method to achieve the project's delivery goals. PDSM workshop participants verified this recommendation on September 2, 2025.

ANALYSIS:

Highlights from the PDSM

Project Complexity and Innovation

The project's civil-focused nature, with no major structures, means Design-Bid-Build (DBB) is an appropriate delivery method, though CM/GC's collaborative approach allows for innovation in phasing and traffic management. In contrast, Design-Build's (DB) typical benefits for complex, highly innovative designs are less relevant, as the project's core elements are well-defined, and the cost of the DB method would outweigh its benefits.

Project Cost

DBB and CMGC are both appropriate methods due to the certainty in the cost of what is to be constructed in the plan set or packages. CM/GC's packaging approach allows for adjusted scope implementation based on funding sources realized through the design phase. DB is the least appropriate due to the increase of cost based on the contractor assuming more of the risk, which will impact the scope and quality of what can be delivered within the limited budget.

Level of Design

The current 30% design level is a good starting point for either CM/GC or DB, as it is sufficient to allow for a qualifications-based procurement process while still providing an opportunity for contractor input on constructability, value engineering, and phasing during the final design effort. None of the delivery methods provide major opportunities or obstacles based on this criterion. All delivery methods are appropriate.

Risk Assessment

DBB is an appropriate delivery method as it benefits from having a better understanding of risks and risk mitigation prior to advertisement. CM/GC is also an appropriate method, since the packages allow for separated risk mitigation and allocated risk sharing via the risk register. DB is the least appropriate method since risks will be less understood at the time of procurement and that uncertainty will increase cost. Due to the simplicity of the construction line items in this project, it is likely that risks will be better understood in DBB and CM/GC, which is more responsible than paying for unknown risks in DB that can be determined in design.

Secondary Factor Assessment

DB was noticeably the least appropriate method following the Primary Factor section ratings. DBB and CM/GC were discussed at a high level regarding the three secondary factors. Through discussion of the secondary factors led to consensus for pass/fail ratings provided on the summary table (page 12). Both DBB and CM/GC are appropriate methods regarding the secondary factors. While the secondary factors did not ultimately distinguish between the methods for this project, the primary factors, particularly the project schedule and risk assessment, favor CM/GC as the most suitable delivery method.

RECOMMENDATION:

Based upon the findings of the Project Delivery Selection Matrix workshop and in consultation with the CDOT Alternative Delivery Program, it is recommended that the most appropriate delivery method for the Federal Boulevard BRT project is **CM/GC.**

While CM/GC is the most appropriate delivery method for this project, DBB is also appropriate due to several factors. However, it falls short of providing the necessary opportunities to meet the project's primary goal of achieving revenue service by 2030. The ability to deliver this project with severable packages under CM/GC allows for construction to begin earlier, mitigating schedule risks associated with right-of-way acquisitions and other third-party agreements along the 18-mile project corridor. Furthermore, the project's risks are better understood and allocated in CM/GC (or DBB) compared to DB. CM/GC's financial flexibility allows the scope to align with the final realized budget, ensuring the maximum possible improvements are delivered within the project's financial constraints.

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The Region 1 BRT team requests the Chief Engineer's review of the CM/GC alternative delivery recommendation for the Federal Boulevard BRT project, and with concurrence, approval for this delivery method.

ATTACHMENTS:

- Draft Project Delivery Selection Matrix
- Public/Industry Meeting Summary in accordance with the accountability and transparency requirements of SB 21-260. (Required for projects $75M or greater)

Signed:

12/29/2025

Ryan Noles, BRT Program Manager

I concur:

Casey Valentinelli 12/29/2025

Casey Valentinelli, P.E., Alternative Delivery Program Manager

I concur:

Jessica Myklebust, Region 1 Transportation Director

I approve (pending TC approval):

Digitally signed by Keith J Stefanik
Date: 2025.12.29 19:52:01 -07'00'

Keith Stefanik, P.E. Chief Engineer

Cc: Angie Drumm, Deputy Director of Traffic and Safety, Region 1
Stephanie Zagal, PE, General Engineer, FTA Region 8
Jan Walker, Alternative Delivery Contracts Officer