

STATE OF DELAWARE



DEPARTMENT OF TRANSPORTATION

REQUEST FOR PROPOSALS

for

CM/GC SERVICES

(Construction Manager/General Contractor)

**REHABILITATION OF I-95 FROM I-495
TO NORTH OF BRANDYWINE RIVER**

PROJECT: CM/GC- T201407404
EBHN- N748(01)

Advertisement Date: July 8, 2019

MANDATORY PRE-SUBMITTAL MEETING, July 22, 2019, 9:00 A.M. at Chase Center (Wilmington)

SOQ's will be received in the Bidder's Room at the Delaware Department of Transportation's Administration Building, 800 Bay Road, Dover, DE prior to 2:00 P.M. local time **August 27, 2019**

Original

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1.0 INTRODUCTION

CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC)

The Delaware Department of Transportation (DelDOT) is accepting Statements of Qualifications (SOQ's) in response to this RFP from qualified firms interested in providing CM/GC services to DelDOT for this project.

The CM/GC process is a unique method used to accelerate project delivery. In the CM/GC process DelDOT hires an experienced, qualified contractor to provide feedback during the design phase before the start of construction.

The CM/GC process is broken down into two phases. The first, the Pre-Construction Phase, allows the CM/GC to work with the Designer, DelDOT, and an Independent Cost Estimator (ICE) to discuss constructability, obtain pricing feedback on design options, identify risks and innovations based on the contractor's proposed means and methods, and help optimize the project schedule. Payment for the services provided in the Pre-construction Phase is explained in Section 6.3.1. The second, the Construction Phase, begins once the Department considers the design to be complete. The CM/GC then has an opportunity to submit a Proposed Construction Price (PCP) on the project based on the completed design and schedule. If DelDOT, the Designer and an Independent Cost Estimator (ICE) agree that the contractor's price is within the defined range and the contractor can meet the required project constraints, DelDOT will issue a construction contract to the CM/GC and construction can begin.

If a fair price cannot be agreed upon, the CM/GC services are ended, and the construction project will be advertised following DelDOT's normal Design-Bid-Build competitive bidding process. The CM/GC would be allowed to bid on the advertised contract.

1.1 Advantages of CM/GC Procurement

There are numerous benefits with the CM/GC process. The CM/GC acts as the construction manager during the pre-construction phase and offers new innovations, best practices, reduced construction costs, and schedule optimizations as a result of the contractor's years of proven experience doing similar work. This process also allows DelDOT to employ new innovations, assist in the design process, and make informed decisions regarding cost and schedule.

Additional anticipated benefits for using the CM/GC process include:

- **Fostering innovation:** The process encourages the contractor, DelDOT, and an ICE to look at all options, discuss means and methods, and propose innovative techniques or approaches that reduce time and cost.
- **Mitigating risk:** The CM/GC is responsible for identifying construction related risks and offer proposed mitigation strategies for consideration by DelDOT.
- **Improving design quality:** The contractor reviews the designs and provides feedback on constructability issues, answers designer questions, and suggests changes. By utilizing the CM/GC's experience and insight, the designer can produce better designs thereby eliminating design errors and omissions that reduce issues during construction and prevent cost growth and project overruns.
- **Improving cost control:** Value engineering is part of the CM/GC process where budget shapes the design approaches. With the contractor as part of the design team, the contractor provides cost estimates for all designs and alternatives within the design phase. DelDOT uses the estimates to make informed decisions around projects costs.
- **Optimizing construction schedules:** The CM/GC process necessitates the contractor to begin planning the construction schedule during the design phase. By planning during the design phase the team can view how construction will impact traffic and adjust the construction schedule accordingly to meet project constraints. The contractor is also able to identify long lead time items for each of the construction phases and work with the design team to incorporate them into the schedule.

1.2 Authority

Delaware's 148th General Assembly authorized a Construction Manager/General Contractor pilot program within 80 *Del. Laws*, c.78, §130, allowing this procurement mechanism for up to six projects. This is the fourth procurement.

The federal Code of Regulations 23 CFR §635.501-507 allows for the use of CM/GC contracting on Federal-aid projects and details the procedures and requirements of the CM/GC contracting method.

2.0 PROJECT INFORMATION

2.1 Questions, Clarifications, and Addenda

Questions regarding this project are to be e-mailed to dot-ask@delaware.gov no less than six business days prior to the proposal opening date in order to receive a response. Please include ‘CM/GC’ in the subject line. Responses to inquiries are posted on-line at bids.delaware.gov.

Any changes, clarifications, or interpretations of this RFP that affect or change its requirements will be issued by DelDOT to the Project Web Site in the form of Addenda or in response to questions. Responses in any other form, including oral statements, will not be binding on DelDOT and should not be relied upon in preparing the SOQ.

All addenda and responses to questions issued by DelDOT before the Statement of Qualification Due Date are part of the RFP, and all requirements shall be incorporated into the SOQ. The Proposer shall acknowledge receipt of each addendum and the latest response to questions.

2.2 Project Schedule, Due Dates

Advertise RFP:	8 July 2019
Mandatory Pre-submittal meeting	22 July 2019 @ 9:00 am at Chase Center (Wilmington)
Optional one-on-one Team Meetings	5-9 August 2019 (scheduled individually upon request)
Last day for submittal of questions:	20 August 2019
Statement of Qualifications Due:	27 August 2019 prior to 2:00 PM Local Time
Interviews	9-13 September 2019
Selection of CM/GC	September 2019
Debrief of Unsuccessful Proposers	September 2019
Notice to Proceed	October 2019
Mandatory 2-Day Project Kick-Off Meeting	29-30 October 2019
Development of Plans and Specifications	Current – November 2020 (estimated)
Proposed Construction Price (PCP) Finalization	November 2020 (estimated)
Construction Letting (if no PCP agreement)	December 2020 (estimated)
Construction	March 2021 to August 2023 (estimated)

2.3 SOQ Delivery

Sealed SOQ’s must be delivered to the following location prior to the date and time indicated in Section 2.2 of this RFP. DelDOT will not accept SOQ’s submitted by facsimile or e-mail.

Contract Administration – RFP CM/GC
 Delaware Department of Transportation
 Administration Building
 800 Bay Road
 Dover, DE 19901

3.0 PROJECT REQUIREMENTS

3.1 Phase 1A - Pre-Construction Services

DelDOT, its design consultant (Designer), the awarded CM/GC, and the ICE will collaborate throughout the Pre-Construction Services Phase of the Project. The CM/GC will be responsible to provide constructability reviews, cost estimates, risk identification and mitigation strategies, innovative construction means and methods, and additional construction input during the Pre-Construction Services Phase.

The Rehabilitation of I-95 from I-495 to North of the Brandywine River Project has been in design since 2015, so the project scope is well defined. However, given the complexity of maintaining traffic during construction within the required project time and budget constraints, the CM/GC will offer strategies to ensure the Project is completed faster than the allotted schedule and under budget.

It is essential that during the Pre-Construction Services Phase, the CM/GC, the Designer, DelDOT, and the ICE develop and maintain a spirit of cooperation and open communication among the parties so that the goals and objectives of each are clearly understood and potential problems are resolved promptly.

The CM/GC is expected to deliver pre-construction services that include the following:

- Attend a mandatory 2-day kick-off meeting. This meeting will include the Designer, the CM/GC (including subcontractors), the ICE, and DelDOT. The meeting will focus on building a highly effective team fostering a collaborative environment on the first day, followed by project-specific discussion. The meeting shall include primary subcontractors.
- Implement an active risk management process with the project team to assess risks, opportunities, and benefits while controlling the project's cost and schedule. The risk management process should include a working risk register to track the risks, opportunities, and impacts.
- Participate in scheduled project team meetings or conference calls with the designer, subcontractors, ICE, DelDOT, and third party stakeholders to identify issues, constraints, and mitigation opportunities. These meetings could be as frequently as weekly, depending on the need at the particular time of the pre-construction phase.
- Participate in scheduled executive level meetings or conference calls with the Designer's principal, CM/GC's principal, ICE's principal, and DelDOT executive management to provide a project status and identify high-level issues requiring executive attention.
- Actively participate in reviews of the construction documents to discuss cost and schedule optimization of the design.
- Participate in the project public involvement process which includes, but is not limited to, quarterly Community Advisory Group (CAG) meetings, public workshops, meetings with state and city officials, and meetings with local businesses and community groups.
- Review the Designer developed Semi-Final (85%) construction documents and identify potential constructability issues and risks. Provide written reports documenting the recommendations within the construction documents to ensure completion of the Project in the most efficient manner possible within the Required Project Constraints.
- Provide an Opinion of Probable Cost (OPC) on the Semi-Final construction documents after meeting to discuss the risks and potential efficiencies.
- Collaborate on the development of a risk register and offer potential solutions to minimize the risks associated with each issue.
- Identify any early work packages such as procurement of long lead items or for long lead tasks that remove activities off the critical path and optimize the construction schedule.
- Provide a review and evaluation of the Final (95%) construction documents.
- Provide an OPC on the Final construction documents.
- Review design documents in-progress and offer suggestions to improve completeness or clarity.

- Participate in price reconciliation meetings to reconcile components of the OPC that deviate from that of the ICE more than a stipulated amount. During price reconciliation meetings, DelDOT may request the CM/GC share the cost model in a transparent over-the-shoulder environment to more fully understand how the proposed pricing was derived to help reconcile differences.
- Certify all project quantities required to successfully construct the project within the finalized PCP.
- Co-locate key staff at least 2 days per week into an office with staff from the Designer, ICE, and DelDOT. The office location will be determined at a later date but will be located near the project site.

3.2 Phase 1B - Pre-Construction Services, Construction Cost Proposal

As the design nears completion, DelDOT will request a Construction Cost Proposal from the CM/GC when the plans and construction documents are completed to a level sufficient enough to do so.

The Construction Cost Proposal shall include:

- The Proposed Construction Price (PCP) for the project's construction through DelDOT acceptance, including all overhead, risk, and profit considered within specified pay items; as well as any subcontracted work.
- Description of all inclusions or exclusions from the PCP, including all assumptions, clarifications, and number of calendar days until project milestones and Substantial Completion. Inclusions or exclusions should also identify risks that were accounted for or unaccounted for so that all parties understand the basis for the price.
- It will be assumed that all quantities are fixed quantities and that the procedures in Section 109.05 of the Standard Specifications will be followed.
- Construction schedule showing the proposed start and finished dates and any significant milestones. Schedule will not be accepted if it does not meet the Required Project Constraints listed in Appendix B.
- Staffing Plan during construction.
- Stated understanding of the project requirements including adherence to the soil erosion and sedimentation control plan requirements, project milestones, and project constraints.
- Commitment to the identified Disadvantaged Business Enterprise (DBE) participation goal. DBE participation is anticipated to be between 8% and 12%, although the final determination will be made at the Final Plan (95%) milestone.
- The CM/GC is to make available all cost and budget estimates, including supporting materials and records, to DelDOT if requested.
- An ICE will be procured by DelDOT during the pre-construction phase to provide a benchmark for cost and schedule comparison during the submission of milestone OPC's and leading up to the finalization of the PCP. Subject to agreement of price by DelDOT, the CM/GC will be awarded the construction contract and will be responsible to complete the construction while performing at least 50 percent of the work with their own forces.
- If DelDOT and the CM/GC cannot agree on a PCP within 10% of the ICE estimate, DelDOT reserves the right to terminate the CM/GC services without penalty or payment, except payment as identified in the Pre-Construction Phase as detailed in Section 6.3.1. DelDOT will then proceed with the project as necessary, and may advertise the Project using the traditional Design-Bid-Build or other procurement method. All information provided by the CM/GC during the Pre-Construction Services Phase becomes the property of DelDOT and may be used to develop the plans and construction documents for the project.

3.3 Phase 2 - Construction Services

Upon DelDOT's acceptance of the CM/GC Construction Cost Proposal, DelDOT will award the construction contract to the CM/GC. The CM/GC shall, once the Construction Cost Proposal is accepted by DelDOT:

- Submit a formal bid via the bidding form issued by DelDOT.

- Submit a Performance and Payment bond for 100% of the accepted PCP;
- Submit properly signed and notarized project Certification document(s);
- Submit a signed and notarized Affidavit Of Employee Drug Testing Program;
- Submit DBE participation information prior to Award;
- Submit an acceptable Certificate of Insurance;
- Enter into a project construction contract with DelDOT following DelDOT's Specifications and procedures;
- Attend pre-construction meeting;
- Manage all construction related contracts;
- Perform at least 50% of the total PCP, excluding any identified specialty items; The remaining percent of work may be completed by DelDOT approved subcontractors.
- Adhere to all federal, state, and local permitting and environmental requirements;
- Maintain a safe work site;
- Meet milestone requirements defined in the Project Scope of Work and achieve Substantial Completion no later than the dates specified in the PCP; (It is anticipated that this project will have incentive/disincentives attached to the milestones.)
- If the CM/GC is a Joint Venture, each member of the Joint Venture will need to be registered with the Department prior to entering into a construction contract.
- Delaware Standard Specifications for Road and Bridge Construction, August 2016, including all supplementals through the date of advertisement, apply to all construction activity unless specifically addressed in this RFP or Contract Documents. Supplementals issued after the date of advertisement but before a PCP is finalized will be discussed during the Pre-Construction Services Phase to determine their applicability to the contract.

3.4 Project Scope of Work

The Scope of Work, Project Goals and Key Issues for this Project are contained in Appendix A.

3.5 Semi-Final (85%) Contract Documents

- The Semi-Final contract plans for this Project are contained in Appendix B.

4.0 TEAM PARAMETERS

4.1 Project Team

The Project Team is composed of the following;

- DelDOT – The project will be administered and managed by DelDOT. The Designer, CM/GC, and ICE all report directly to DelDOT. The DelDOT Project Manager will be the point of contact after execution of the contract with the CM/GC.
- Designer – DelDOT has retained Whitman Requardt & Associates (WRA) as the lead design consultant to provide design services, and T.Y. Lin International (TYLI) is the lead design consultant for the Brandywine River Bridge (Bridge 1-759).
- CM/GC – The contracted Construction Manager/General Contractor who will provide services as outlined within this RFP.
- ICE – DelDOT will retain an Independent Cost Estimator that will provide independent third party opinions on the cost estimate and schedule throughout the pre-construction service phase.

4.2 Organizational Conflicts Of Interest

Proposers are directed to 23 CFR Section 636, Subpart A and, in particular, to Subsection 636.116 regarding organizational conflicts of interest. By submitting its Proposal, each Proposer agrees that, if an organizational conflict of interest is thereafter discovered, the Proposer must make an immediate and full written disclosure to the Department that includes a description of the action that the Proposer has taken or proposes to take to avoid or mitigate such conflicts. If an organizational conflict of interest that the Proposer knew or should have known about but, did not disclose, is determined to exist during the procurement process, the Department may, at its discretion, disqualify the Proposer.

4.3 Team Continuity, Changes to Organization Structure

When Proposers list personnel in the Project Team section of the Proposal, the Proposer is agreeing to make the personnel available to complete work on the Contract at whatever level the Project requires. Personnel changes will be reviewed for approval by DelDOT's Project Manager. Re-negotiation of the Pre-Construction Services Fee or termination of the contract may occur if a change in Key Personnel does not meet DelDOT's determination of "equal to" or "better than" the qualifications of the individual who was submitted in the Proposer's proposal. Changes in key personnel including subcontractors will only be allowed when caused by circumstances outside the control of the CM/GC (e.g., employee leaves the company). Changes in key personnel for the convenience or benefit of the CM/GC and/or subcontractor will not be allowed.

5.0 STATEMENT OF QUALIFICATIONS

WRITTEN SOQ SUBMISSION

Statements of Qualifications (SOQ's) should be prepared simply and economically, providing a straightforward, concise description of proposer capabilities to satisfy the requirements of this project. To be considered, all submittals must be in writing and respond to the items outlined in this RFP using the requested format. Emphasis should be on completeness and clarity of contents.

The SOQ must use standard black type, with no smaller than 10 pt. Times New Roman font. Lines should be single-spaced. Font sizes smaller than 10 pt. and colors other than black may be used in charts, exhibits and other illustrative and graphical presentations, provided that all the text is readily legible. All information including dimensions shall be in English.

Each page should be numbered consecutively within each section, in a consistent location at the bottom of each page. The SOQ must be printed on 8 ½ x 11-inch white paper; provided that charts, exhibits and other illustrative and graphical materials may be prepared on white, 11 x 17 inch pages and submitted Z-folded and punched to fit along with the 8 ½ x 11 inch paper. Double-sided printed paper is encouraged, and each side of a double-sided page shall count as one page for numbering and page limitation purposes. While there is not an overall page limitation, page limitations do apply to individual sections as noted herein. Individual sections should be separated with numbered dividers. Section dividers are required and will not be counted for any page limitation.

Each Proposer must submit the SOQ as follows:

- One SOQ submission in 3 ring binder bearing original forms and signatures. This shall be identified as "Original" on its front cover;
- Seven additional hardbound copies of the SOQ submission;
- The original SOQ and each copy must be labeled with the Proposer's name and designated as "Original" or "Copy ___ of 7."
- One Electronic copy of the exact submitted SOQ in PDF format on CD, with sections bookmarked;
- One Electronic copy of the submitted SOQ in PDF format on CD with proprietary or confidential information redacted. The CD to be marked as "Redacted Copy", required even if the submission contains no proprietary or confidential information. *[Firms should review Delaware's Freedom of Information Regulations, section 6, Requests for Confidentiality, on the DelDOT Website www.deldot.gov to determine what information may be considered proprietary or confidential and may be redacted. Information within the SOQ becomes the property of the Department and may be used by the Department as allowed by law.]*

- The unbound original, the bound copies, and the CD shall be placed in one (1) sealed package for delivery to DeIDOT as set forth in Section 2. The outside of the sealed package shall be clearly labeled with the Project name, as well as the name and return address of the Proposer.

5.1 SOQ Format Requirements

Each SOQ must be organized in the following order and comply with any noted page limitations identified:

Proposal	Points (100 Total)	Maximum Pages	Additional Info Not Included in Page Count
1. Cover Letter	0	1	None
2. Executive Summary	5	2	None
3. Body Sections			
Section 1 – Legal and Financial	0	No Limit	Form A Form B
Section 2 – Organization and Key Personnel	10	7 (1 Page for Organization, 1 Page for Conflict of Interest, 1 Page Resume per Key Personnel)	Form D for each Key Personnel
Section 3 – Proposer’s Capabilities and Experience	10	2	Form C for 3 Projects
Section 4 – Project Understanding and Approach	25	6	Form E
Section 5 – Project Innovations	25	4	Form F
Section 6 – Approach to Price and Subcontracting	25	4	

5.2 General Content of SOQ

Proposers should make every effort to present information clearly and concisely. Documentation that is difficult to read may be disregarded or rejected as insufficient and may lead to the Proposal being considered as non-responsive. The required (“Forms”) for the Proposal submittal are contained in Exhibit A of this RFP. The Forms are available in Word format for input by the Proposer. Proposers may only fill-out the blank items on each applicable form; no substantive alterations to these forms are allowed by the Proposer without the prior approval of the Department. SOQ’s missing any of the required documentation may be considered non-responsive.

5.2.1 Cover Letter

(Not Scored – 1 Page Maximum)

Provide a cover letter that is signed by an officer of the Proposer with the authority to contractually bind the Proposer which indicates the Proposer’s desire to be considered for the Project. Include in the cover letter the following information, certifications, and acknowledgements in the order identified below:

1. Identify the business name and address of the Proposer.
2. Include in the subject line, “Proposal Cover Letter DeIDOT CM/GC-T201407404”.

3. Proposer’s point of contact and provide their address, phone number and email address. Include this information for the point of contact even if it is the same as the business information requested above.
4. Certification: “I certify that the contents of the Proposal are truthful and accurate.”
5. Certification: “I certify that no person or firm that has received compensation for assisting the Department in preparing this RFP is included in the Proposal or will participate in any contract entered into as a result of the RFP.”
6. Acknowledgement: “By submitting a response to this RFP, I acknowledge and accept the PCP development process as described in the RFP.”
7. Acknowledgement: “I acknowledge that I have received and reviewed the RFP, and all Addenda to the RFP and all Department responses to Requests for Clarification.”
8. Note the total number of questions and answers provided by DeIDOT, and the date of the last Questions & Answers posted. Provide the total number of RFP Addenda that were reviewed and included by the Proposer in the form of the table identified below. Expand tables by adding rows as needed (Cover letter may extend to second page if necessitated by excessive rows in this table).

Total Number of Questions/Answers	Last Date Questions & Answer Posted
RFP Addendum No.	Issue Date
1	
2	

(Add rows as needed to identify more addenda)

5.2.2 Executive Summary

(5 Points Maximum – 2 Pages Maximum)

Provide an executive summary (not more than two pages), written as a narrative, in a non-technical style, containing supplemental information for evaluators addressing the Proposer’s Project approach, understanding of the CM/GC Design Process, and approach to risk identification/mitigation, cost estimating, and scheduling.

5.2.3 Body Section 1 – Legal & Financial

(Not Scored – No Page Limitation)

For all Proposers, provide the following information in Section 1 of the Proposal:

- Debarment/suspension/financial certification (Form A)
- Conflict of Interest statement and disclosure (Form B)
- A letter from a surety company indicating that the Proposer is capable of obtaining Payment and Performance Bonds for at least \$150,000,000. The surety must be from such Surety Company or companies as are acceptable to the State of Delaware and are authorized to transact business in this State. Letters indicating “unlimited” bonding/security capability are not acceptable.

5.2.4 Body Section 2 – Organization and Key Personnel

(10 Points Maximum - 7 Pages Maximum;

1 for Organization, 1 for Conflict of Interest, and 1 for each of 5 Key Personnel – Form D is required)

For all Proposers, provide the following information in the Proposal:

- Organization – Proposer shall provide an organizational chart (no more than one page) showing the chain of command with lines identifying participants who are responsible for major functions to be performed and their reporting relationships. The chart must show the functional structure of the organization and include the names of the Key Personnel (and company).

- **Conflict of Interest** – Proposers are required to disclose all relevant facts concerning any past, present, or currently planned interests, activities, or relationships which may present an organizational conflict of interest. Proposers shall state how their interest, activities, or relationships, or those of the chief executives, directors, key project personnel, or proposed firms may result, or could be viewed as, an organizational conflict of interest. Must describe details or state if not applicable.
- **Key Personnel** – For each Key Personnel position, provide a one-page resume containing evidence of the requirements listed in the table below and two (2) references. In addition to the one-page resumes, Proposers shall submit Form D for each Key Personnel. Completed forms will be considered in addition to information included in the one-page resumes for the purposes of evaluating Key Personnel experience. References must be owners or clients for whom the Key Personnel have performed project work in the past ten (10) years prior to the Proposal due date and must not be current or past employers of the Key Personnel. Proposers are prohibited from identifying a reference that is a current Department employee. Key Personnel shall be available at all times during the pre-construction and construction phases of the Project to attend meetings, workshops, conference calls and any other activities as determined by the Department. The Scope of Services in Exhibit C is provided only as an example of services to be provided and is not intended to be an exhaustive listing of all services that may be requested by the Department.

Key Personnel Position	Minimum Qualifications and Experience
Project Manager (PM)	Overall Project Manager for both the CM/GC pre-construction services and construction services. This person is expected to be directly involved in the CM/GC pre-construction services and have direct oversight over the construction phases if the CM/GC is selected as the General Contractor for the construction of the Project. The Project Manager shall possess experience (10 years preferred) in managing the construction of projects of similar scope and complexity and shall have managed the complete construction of at least one project of similar scope and complexity. The PM is designated as the Single Point of Contact (“POC”) throughout the Project and must be delegated with the authority to make decisions affecting any aspect of the Project. Resume must demonstrate relevant experience collaborating with project owners and stakeholders and experience identifying and mitigating risks. Registration as a Professional Engineer in the State of Delaware is preferred.
Construction Manager (CM)	The Construction Manager shall be directly involved in both the CM/GC pre-construction services and construction services. The Construction Manager shall possess experience (10 years preferred) in managing the construction of projects of similar scope and complexity and shall have managed the complete construction of at least one project of similar scope and complexity. Resume must demonstrate relevant experience in design plan constructability reviews and experience identifying and mitigating risks. If the CM/GC is selected as the General Contractor for the construction of the Project, then the CM shall be directly involved in and have full oversight of the Project construction until the Project is Accepted by the Department.
Lead Cost Estimator (LCE)	The Lead Cost Estimator shall be involved in all aspects of the CM/GC pre-construction services where price, risk, schedule, and other factors relevant to estimating/bidding are discussed. The LCE shall possess experience (10 years preferred) in estimating and bidding construction projects of similar scope and complexity.

<p>Lead Scheduler (LS)</p>	<p>The Lead Scheduler shall be involved in all aspects of the CM/GC pre-construction services where price, risk, staffing, labor, schedule, and other factors relevant to schedule and resource loading are discussed. The LS shall possess experience (10 years preferred) in scheduling construction projects of similar scope and complexity. Experience with Primavera P6 or other scheduling software shall be demonstrated in the LS resume.</p>
<p>MOT Supervisor</p>	<p>The MOT Supervisor shall be involved in all aspects of the CM/GC pre-construction services where maintenance of traffic, community/public involvement, phasing, and constructability reviews are discussed. The MOTS shall possess experience (10 years preferred) in construction supervision related to maintenance of traffic operations. ATTSA certification is required for this position.</p>

5.2.5 Body Section 3 – Proposer’s Capabilities and Experience

(10 Points Maximum - 2 Pages Maximum and Form C as required)

Proposer shall provide evidence of competency, capability, and capacity to complete a transportation project of similar size, scope, and complexity. Describe (not more than two pages) how the Proposer’s experience (including experience denoted on Form C) and technical capabilities are relevant to the success of this Project and to meeting the stated Project Goals (stated in Appendix B). Proposer shall use Form C to provide details for three (3) reference projects, completed in the last 10 years or currently near completion, that demonstrate the Proposer’s competency, capability, and capacity to complete the Project. The Department is concerned about integrating local knowledge and experience into the CM/GC team and will give consideration to this aspect when evaluating proposals.

Proposer shall list each project in the past five (5) years the Proposer has defaulted or failed to complete a contract and the reasons why. These pages will not count against the section page limitation.

5.2.6 Body Section 4 – Project Understanding and Approach

(25 Points Maximum - 6 Pages Maximum and Form E)

Proposer shall state (not more than six pages) their understanding of the Project and approach to addressing key issues of the Project and achieving the Project Goals. The main focus of this section is on how well the Proposer understands the project and how the Proposer’s team will mitigate the risks of the project. Address in detail at least the following topics:

1. Demonstrate the Proposer’s understanding of the Project Goals listed in the RFP and the approach to maximizing and attaining the Project Goals.
2. Propose a pre-construction approach and plan for coordination and collaboration with DeIDOT, the Designer, and ICE as well as a description of how Key Personnel will be utilized.
3. Propose a construction approach and sequence that optimizes value to the Project with a realistic view of known constraints. Discuss factors that would affect schedule such as outside constraints, seasonal work, materials, equipment and labor availability, etc.
4. Identify other resources and capabilities of the Proposer. Describe additional unique resources and capabilities that the Proposer will bring to the Project and how these unique resources and capabilities will be beneficial in achieving the Project Goals.
5. Discuss potential Project challenges and risks. Describe any Project challenges that are anticipated by the Proposer’s company and how the Proposer plans to mitigate the risk of these challenges. Document the risks and mitigation strategies in Form E in addition to the narrative within the 6 page limit.

6. Discuss the Proposer's approach to support the Department in working with stakeholders such as Amtrak and Norfolk Southern, the City of Wilmington, local residents and businesses, and regulatory agencies to achieve the project goals.
7. Describe the Proposer's approach to scheduling the work on this project and how the Proposer will maintain a construction schedule that is realistic and achievable. Describe mitigating effects of sequencing changes on the overall project schedule.
8. Provide a brief description of your approach to maintaining traffic along I-95 to perform the required construction activities including the bridge rehabilitations and pavement reconstruction.
9. Discuss the Proposer's approach to providing enough equipment and labor to meet the required project time constraints.
10. Identify early work packages and long lead items and the Proposer's approach to move these activities ahead in the schedule.
11. Discuss the Proposer's approach to incorporating local knowledge and experience into the pre-construction and construction phases.

5.2.7 Body Section 5 – Project Innovations

(25 Points Maximum - 4 Pages Maximum and Form F)

The CM/GC process is intended to involve the CM/GC during the Pre-Construction Services Phase of the Project to introduce innovations to meet or exceed the Project Goals. Identify innovations related to design or construction that the Proposer has experience with and how they will be implemented to achieve the following:

- Reduce the construction cost below budget by 10% or more.
- Reduce the duration of long-term lane closures on I-95 by 20% or more.

The budget and lane closure duration requirements are spelled out in Appendix B. Be sure to elaborate and describe the potential impacts of the innovations on risk mitigation, time, safety, costs, and quality. Document the innovations and potential cost and time savings in Form F in addition to the narrative within the 4 page limit.

5.2.8 Body Section 6 – Approach to Price and Subcontracting

(25 Points Maximum - 4 Pages Maximum)

To help assure that the Department is receiving a fair price for construction and to maintain public trust and confidence in the process, the CM/GC is expected to be open and transparent with its pricing. Openness and transparency alone, however, do not ensure a fair and reasonable price. Describe Proposer's approach to pricing (not more than four pages). Address in detail at least the following topics:

1. Proposer's approach to ensure that the Department receives a fair price for construction. Include a description of the major cost components (i.e., cost drivers) for the project and Proposer's approach to obtaining a fair price for these. Include the Proposer's profit and overhead rate to be used for the project.
2. Proposer's approach to securing labor for the project. Will the proposer be seeking cost reimbursement for housing or travel for labor force? If so, why and what value does that provide?
3. Subcontractor Plan: the CM/GC has a minimum self-performance requirement of 50 percent during construction. Describe Proposer's approach to subcontracting (not more than one page). Address in detail at least the following topics:
 - Proposer's plan and approach to subcontracting work for this project. Describe the scope of work your team intends to self-perform. Describe the role subcontractors will play on Proposer's team, including during the Pre-Construction Services Phase, and what benefits they will provide to Proposer's team.
 - Identify primary subcontractors who will participate in both the CM/GC pre-construction phase and the construction phase.

- Describe Proposer's approach to pre-qualifying subcontractors and competitively soliciting subcontractor quotes, including how subcontracting packages will be developed and advertised to the subcontracting community. Describe Proposer's approach to openness and transparency in the subcontracting solicitation and selection process. If certain key subcontractors are engaged in the Pre-Construction Services Phase, how will Proposer ensure they are open and transparent with their costs?
- Describe Proposer's approach to enhancing Disadvantaged Business Enterprise (DBE) participation and Equal Employment Opportunities (EEO).

6.0 SELECTION AND AWARD

6.1 Selection Process

6.1.1 SOQ Submittal

SOQ submittals must be received by the time and at the location identified in Section 2.2. The proposals should contain all the essential information in which the award decision shall be made. The information that is required to be submitted in response to this RFP has been determined by the Department to be essential for use by the Committee in the evaluation and award process. Therefore, all instructions contained in this RFP shall be met in order to qualify as a responsive and responsible proposer and participate in the consideration for award. Proposals that do not meet or comply with instructions of this RFP may be considered non-conforming and deemed non-responsive and subject to disqualification at the sole discretion of the Committee.

6.1.2 Selection Committee

The Selection Committee will individually review each SOQ, and then meet as a group to review and discuss the submitted SOQ's. The Committee will discuss the Proposers' strengths and weaknesses in each scoring category based on the selection criteria. If any of the Proposers' submittals is missing information or is not complete, the Committee may request clarification and/or submittal of corrected, supplemental, or missing documents. Alternatively, the SOQ submittal may be declared non-responsive and not considered for award, and the non-compliant Proposer will be advised of the Committee's decision.

6.1.3 Proposer Interviews

An interview of the Proposers most likely to be considered for award may be requested by the Selection Committee based on the initial scoring of the SOQ submittals. The interview will allow those Proposers the opportunity to present on the qualifications of their team, project approach, risk management, proposed innovations, or on other areas they feel will add value. DelDOT will have the opportunity to ask each Proposer general questions or questions that are specific to their proposal.

Conversely, if requested by the Selection Committee, DelDOT will notify all firms to arrange an interview. Proposers not participating in an interview will have their SOQ declared non-responsive and will no longer be considered for selection.

Interviews are not expected to exceed 60 minutes. The Selection Committee will meet after all interviews have been completed to review and discuss the submitted SOQ's and the information gained from the interviews. The interview will not be scored separately from the SOQ; rather, the interview will be used to supplement information provided in the SOQ and used in the scoring as outlined in Sections 6.1.4 and 6.2.

6.1.4 Scoring

After the Selection Committee meeting, committee members will individually score each SOQ submittal. The committee members will score each category according to the Qualitative Assessment Guidelines. Those scores will be multiplied by the Weighting Factor and added together for an overall score. The committee member will then rank each SOQ submittal from highest to lowest (highest score receives ranking of 1). Individual rankings are submitted to the Department's Contract Administration section for compilation.

6.2 Selection Criteria

Evaluation Item	Weighting Factor	Maximum Points
Executive Summary	1	5
Organization and Key Personnel	2	10
Proposer’s Capabilities and Experience	2	10
Project Understanding and Approach	5	25
Project Innovations	5	25
Approach to Price and Subcontracting	5	25
Total Points		100

Qualitative Assessment Guidelines	
Evaluation Team members will individually review and score each Proposal category according to the criteria set forth in the RFP. Team members will evaluate each category sub-factor listed and assign those sub-factors a Qualitative Assessment Percentage according to the scoring range listed below:	
5	The Proposer’s qualifications are exceptionally qualified. The Proposer demonstrates a complete understanding of the subject and an approach that significantly exceeds the stated requirements and objectives of this project. The Proposal communicates an outstanding level of quality.
4	The Proposer’s qualifications are well qualified. The Proposer demonstrates a strong understanding of the subject and an approach that meets the stated requirements and objectives of this project. The Proposal communicates a high level of quality.
3	The Proposer’s qualifications are adequate. The Proposer demonstrates a general understanding of the project and an approach containing some weaknesses/ deficiencies regarding the stated requirements and objectives of this project. The proposal communicates an average level of quality.
2	The Proposer’s qualifications raise questions about the Proposer’s ability to successfully complete the work. The Proposer demonstrates a vague understanding of the project and an approach containing significant weaknesses/ deficiencies regarding the stated requirements and objectives of this project. The Proposal communicates a below-average level of quality.
1	The Proposer’s qualifications do not indicate the likelihood that the work will be completed successfully. The Proposer demonstrates insufficient understanding of the subject and an approach that fails to meet the stated requirements and objectives of this project. The Proposal communicates a low level of quality.

The Contract Administration section will compile the Selection Committee’s individual rankings and prepare a list in the order of ranking of the responsive and responsible proposals. This will be the Committee’s recommendation for award. Upon approval of the appropriate Department Director, Contract Administration will notify all proposers of the Award.

6.3 Award

The Department intends to award the agreement to a responsive and responsible Proposer in accordance with the listed selection criteria. The Department shall make this award in writing and for the selected Proposer.

6.3.1 Pre-Construction Services Fee

The Pre-Construction Services Fee for this project is a lump sum amount of \$400,000. Compensation for the Pre-Construction Services Phase shall be on a **monthly** basis, paid during the pre-construction services.

The Department may authorize incremental payments if the design phase is delayed due to circumstances beyond the CM/GC's control.

Payment to the CM/GC for services rendered shall not exceed the maximum lump sum amount.

7.0 RIGHTS AND DISCLAIMERS

7.1 DeIDOT Rights:

DeIDOT reserves the right, in its sole and absolute discretion, to:

1. Remove any subcontractor without cause at any point throughout the duration of the project.
2. Reject any or all submittals;
3. Issue a new RFP;
4. Cancel, modify, or withdraw the RFP;
5. Issue addenda, supplements, and modifications to this RFP;
6. Modify the RFP process (with appropriate notice to Proposers);
7. Appoint an Evaluation Committee and evaluation teams to review submissions;
8. Approve or disapprove substitutions and/or changes in submissions;
9. Revise and modify, at any time before the RFP due date, the factors it will consider in evaluating submittals and to otherwise revise or expand its evaluation methodology. If such revisions or modifications are made, DeIDOT will provide an addendum setting forth the changes to the evaluation criteria or methodology. DeIDOT may extend the RFP due date if changes are substantial;
10. Seek or obtain data from any source that has the potential to improve the understanding and evaluation of the submissions;
11. Waive weaknesses, informalities, and minor irregularities in submissions;
12. Retain ownership of all materials submitted in hard-copy and/or electronic format;

7.2 DeIDOT Disclaimers:

- The RFQ does not commit DeIDOT to enter into a Contract, nor does it obligate payment for any costs incurred in preparation and submission of the RFQ submittals or in anticipation of a Contract. By submitting a response, a Proposer disclaims any right to be paid for such costs.
- The execution and performance of a Contract is contingent upon sufficient appropriations and authorizations being made by the state General Assembly, and/or the Congress of the United States.
- In no event shall DeIDOT be bound by, or liable for, any obligations with respect to the Work or the PROJECT until such time (if at all) as the Contract has been executed by both parties, and then only to the extent set forth in a written Notice to Proceed.
- In submitting responses to this RFQ, the Proposer is specifically acknowledging these disclaimers.

- end -

APPENDIX A – Forms

FORM A

DEBARMENT/SUSPENSION/FINANCIAL CERTIFICATION

Name of Proposer: _____

<p>1) The Proposer is not currently debarred, suspended, disqualified, or removed from bidding or performing work, voluntarily or involuntarily, for the State of Delaware, the federal government, or any state or local government. If the Proposer takes exception with any portion of this statement, describe the circumstances below:</p>
<p>[Add exception]</p>
<p>2) The Proposer has not been debarred, suspended, disqualified or removed from bidding or performing work, voluntarily or involuntarily, for the State of Delaware, the federal government, or any state or local government during the past five (5) years. If the Proposer takes exception with any portion of this statement, describe the circumstances below:</p>
<p>[Add exception]</p>
<p>3) The Proposer is not subject to any proposed or pending debarment, suspension, disqualification, or removal from bidding or performing work, voluntarily or involuntarily, for the State of Delaware, the federal government, or any state or local government. If the Proposer takes exception with any portion of this statement, describe the circumstances below:</p>
<p>[Add exception]</p>
<p>4) The Proposer has not declared bankruptcy, been placed in receivership, or had any work completed by a surety.</p>
<p>[Add exception]</p>

Proposer Certification:

I hereby certify that, to the best of my knowledge, the four (4) above statements are valid, true, and represent a complete and accurate understanding of the condition of the Proposer. It is understood and agreed upon that any false acknowledgement, misrepresentation, or inaccuracy may be cause for disqualification of the Proposer from the Procurement Process whether discovered during the Procurement Process or after the CMGC selection has been completed.

Proposer’s Authorized Representative:

Attested By (Printed Name): _____ Date: _____

Signature: _____ Title: _____

APPENDIX A – Forms

**FORM B
CONFLICT OF INTEREST STATEMENT**

Name of Proposer: _____

Attention is directed to 23 CFR Part 636 Subpart A, and in particular, to Subsection 636.116 regarding organizational Conflicts of Interest. Section 636.103 defines "organizational conflict of interest" as follows:

“Organizational conflict of interest means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the owner, or the person’s objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.”

Proposers are advised that in accordance with Department policy, firms and/or individuals that have assisted with the Project procurement and document preparation or who are currently providing Independent Cost Estimating (ICE) services for the Project will not be allowed to participate in any Proposer organization.

This Conflict of Interest Statement must identify and document information relating to past, existing, anticipated, or potential interest(s) of the Proposer, or subcontractor firms, their respective chief executives, directors, and Key Personnel that may result, or could be viewed as, an organizational conflict of interest in connection with this RFP.

Proposer must disclose any past, present, or planned contractual or employment relationships with any Department employee, officer, or employee; or any member firm or employee of the ICE Consultant and any other circumstances that might create a financial interest in the Proposer if the Proposer is awarded a contract for pre-construction and / or construction services by the Department. The Proposer must also disclose whether it has an ownership interest of 10% or more of the stock of any other Proposer and whether it has any overlapping directors with any other Proposer. The Proposer must also disclose any contractual relationships with any other Proposer in the nature of a joint venture, as well as relationships wherein the Proposer is a contractor, consultant, subcontractor, or subconsultant to another Proposer. The foregoing is provided by way of example, and does not constitute a limitation on the disclosure obligations.

Certification

The undersigned hereby certifies that, to the best of his or her knowledge and belief, that there **ARE** __, or **ARE NOT** __, any Conflicts of Interest for the Proposer. If selecting the affirmative response, the undersigned hereby affirms that all known Conflicts of Interest are identified as required in the table below in their totality as presented, represent the complete and factual representation of any involvement or conflict of any/all firms regarding this Project and that no other involvement or conflict exists, or is anticipated to exist.

Conflict Explanation and Mitigation	
Conflict No. 1	[Explain the nature of the conflict and describe proposed approach to mitigate conflict. Expand table by adding rows as needed]

Proposer’s Authorized Representative:

Attested By (Printed Name): _____ Date: _____

Signature: _____ Title: _____

APPENDIX A – Forms

**FORM C
PROPOSER PROJECT REFERENCE**

Name of Proposer: _____

Past Project: (Provide information on projects within the time period identified in the RFP for reference projects)	
Describe the reference project including the type of work performed	
Describe how the reference project provides relevant experience for this Project	
List any awards, citations, and commendations received for the referenced project	
Name of Client:	
Client Address:	
Contact Name:	
Contact Address:	
Start Date:	
End Date:	
Project Value:	

APPENDIX A – Forms

FORM D

KEY PERSONNEL PROJECT REFERENCE

Name of Proposer: _____

Name of Key Personnel: _____



Key Personnel Position: [Insert title here]		
Project Experience #1	Project Name	
	Project Description	
	Position Title	
	Number of years serving in this position	
	Detailed description of project responsibilities for this position title	
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel Position	
Project Experience #2	Project Name	
	Project Description	
	Position Title	
	Number of years serving in this position	
	Detailed description of project responsibilities for this position title	
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel Position	
	<i>[Copy and paste as needed to demonstrate additional project experience]</i>	
Summary of Experience	Total number of years' experience in a position relevant to experience required for the Key Personnel Position	<i>[Insert cumulative total years' experience as demonstrated by the above experience that are applicable to the Key Personnel Position.]</i>

APPENDIX A – Forms

**FORM E
RISK MATRIX**

Use attached Microsoft Excel file.

Proposer may use their own version of the form if Proposer’s company already has a similar form developed.



		APPENDIX A - FORM E - RISK MATRIX								
T201407404: Rehabilitation of I-95 from I-495 to North of Brandywine River - Risk Register										
Risk #	Risk Name	Risk Description	Status (Active or Retired)	Risk Owner	Champion(s)	Probability	Cost Impact (\$)	Time Impact (Days)	Mitigation Strategy	Resolution Description
1	Amtrak Design Coordination	Potential delays during design waiting for construction agreement pushing the start of construction later	Active	DelDOT						
2	Amtrak Construction Coordination	Potential delays during construction due to insufficient railroad flaggers	Active	DelDOT						

APPENDIX A – Forms

**FORM F
INNOVATION LOG**

Use attached Microsoft Excel file.

Proposer may use their own version of the form if Proposer’s company already has a similar form developed.

		APPENDIX A - FORM F - INNOVATION LOG						
T201407404: Rehabilitation of I-95 from I-495 to North of Brandywine River - Innovation Log								
Innovation #	Discipline	Innovation Description	Background Information (Plan/Detail/Reference)	Designer Response	Cost Savings (\$)	Time Savings (Days)	Review Status	Implemented

APPENDIX B – Project Scope of Work**Project Description**

The Rehabilitation of I-95 from I-495 to North of the Brandywine River Bridge Project began as a result of the Wilmington Viaduct (Bridges 1-748 and 1-748N&S) and the Brandywine River Bridge (Bridge 1-759) being identified by DelDOT's Bridge Management System as needing maintenance. Given the age of the interstate and potential impact on the City of Wilmington and commuters, the Department decided to address the corridor in one project.

There is significant delamination and spalling of the concrete parapets on the original portions of the Viaduct. There is delamination of the overlays on both the Viaduct and Brandywine River Bridge. The overlays are well beyond their design service life. The concrete pavement between the Viaduct and the Brandywine River Bridge is the original pavement and is over 50 years old. There are 17 bridges within the project limits, most of which have failing joints, cracking and spalling of concrete in the deck and/or substructure, and corroding structural steel. The median barrier to the south of the Viaduct is deteriorating and all the roadside protection (barrier and guardrail) is substandard. The signing and lighting along the corridor requires upgrading as well.

The scope of work includes a deck replacement for Bridge 1-749 (i.e., Ramp 'A'), deck patching and replacement of the overlay with a new LMC overlay for most bridges, joint replacements including use of ultra-high performance concrete for the removal of select joints, parapet reconstruction, approach slab replacements, approach guardrail replacement, reconstruction of the at grade median barrier, pavement reconstruction or mill and overlay, bearing replacements, some painting of structural steel, some substructure repairs, replacement of sign structures and lighting. Work will be phased such that traffic will be maintained throughout the contract. The CM/GC will only be able to use long-term closures of 1 lane on I-95 in each direction, with the potential exception of major traffic phase shifts. Access in and out of the City must also be maintained at all times. Public outreach will be a key component of the project, both during design and construction, and the CM/GC is expected to participate in the outreach efforts. During the Pre-Construction Services Phase, payment for the CM/GC's public outreach participation is included in the Pre-Construction Services Fee. During the Construction Phase, payment for the CM/GC's public outreach participation is incidental to the Contract.

Required Project Constraints

- Utilize long-term (24/7) single lane closures on mainline I-95 for a maximum of two years.
- Sequence ramp closures within the two years of long-term (24/7) single lane closures on mainline I-95 to ensure ingress and egress for the City of Wilmington is maintained. At a minimum, one northbound off-ramp and on-ramp and two southbound off-ramps and on-ramps must be open at all times.
- Maintain the budget for the project as noted in the Estimated Cost section below.
- Align concrete pavement joints with the lane striping.
- Align longitudinal joints in the LMC overlays with the lane striping.

Project Goals

- Improve the corridor infrastructure to provide a minimum of 30 years of relatively maintenance free service life.
- Provide extensive public outreach during design and construction.
- Use accelerated construction techniques and other innovative solutions to efficiently meet the Required Project Constraints.

Key Issues

- Maintain a safe work zone for workers and the travelling public.
- Limit the overall traffic impact on the City of Wilmington and the I-95 commuters.

- Coordinate with railroad companies including Amtrak and Norfolk Southern. Amtrak coordination is on the critical path for the project.
- Coordinate with resource agencies including Delaware Department of Natural Resources and Army Corps of Engineers.
- Coordinate with the public including the City of Wilmington, state legislators, emergency responders, hospitals, area businesses, and community organizations.
- Optimize construction schedule to achieve high quality, maximum value, and timely Project completion. Allow the CM/GC the flexibility to adjust the construction schedule to minimize Project cost and minimize risk.
- Provide the maximum opportunity to use innovative design and construction practices, including accelerated construction methods where they provide value to the Project. Build a unified Project Team and a collaborative work environment that fosters innovation, openness, transparency, and acceptance of change while maintaining quality and ensuring safety.
- Maintain public trust and confidence. Fulfill the commitments made during the environmental process. Establish open communication through an effective and engaging public information campaign.

Estimated Cost

The estimated construction cost for the project is \$150,000,000.00.

Pre-Construction Services

As part of the Project Team, the CM/GC will provide input on schedule, phasing, constructability, materials availability, cost, etc. throughout the pre-construction phase of the Project. The CM/GC's tasks during the Pre-construction services phase include:

- A. Provide a Project Manager and associated staff to consult with, advise, assist, and provide recommendations to the Project Team on all aspects of the planning, pre-construction phase, and construction phase.
- B. Participate in scheduled Project team meetings or conference calls. This process will take place during the length of this Contract as further defined by DeIDOT. The parties involved in the performance of the Project, including DeIDOT, the Designer, the CM/GC, the ICE, and subcontractors will meet on a regularly scheduled basis (at least monthly) to establish and maintain open lines of communication with the goal of ensuring relationships of trust and cooperation on the Project Team.
- C. Work collaboratively with the Project Team in the development of the Plans and Contract Documents.
- D. Participate in formal milestone review meetings of the Semi-Final and Final design submissions. For each milestone review meeting, provide the following services:
 1. Participate in formal constructability, material, equipment and labor availability reviews. These formal reviews will focus on identifying revisions to improve clarity for pricing, identifying potential design revisions that would reduce construction costs, and identifying elements to improve the time performance of the project.
 2. Participate in formal risk analysis meetings with the Project Team. The focus of the risk analysis meetings will be to identify potential risks and to assign cost and schedule impacts to each risk in order to better define pricing and contingency.
 3. Assist the Project Team with the selection process of pre-construction elements that meet Project Goals.
 4. Provide progressively refined Opinion of Probable Cost estimates (OPC) and participate in pricing reconciliation meetings for each milestone submission.
 5. Prepare and submit a Critical Path Method (CPM) schedule that supports each OPC.
 6. Provide written comments and recommendations of the plans, including conflicts and/or deficiencies. Note that the Semi-Final submission has already been completed, the plans for which are included in Appendix C. However, the CM/GC shall perform a review immediately upon receipt of the Notice to Proceed, and a review meeting will be scheduled upon completion of the review.

- E. Continually provide oversight and constructability reviews on various specific elements of the project and provide recommendations, including providing input on staging, sequencing, equipment storage, detour routes, traffic control, storm water management, accelerated construction techniques, and materials that may be cost-effectively recycled during construction.
- F. Identify any long lead items or additional early work packages that may cause schedule impacts.
- G. Develop and formulate a Subcontracting Plan to integrate subcontractors as needed to accomplish all construction work. Identify the proposed plan to meet any DBE contract goals for each separate and severable work package.
- H. Help ensure that environmental commitments can be implemented during construction through the review of design and permit applications. Provide input on temporary construction or staging activities that may require additional environmental permits based on the proposed construction operations. Clearly reflect in the CPM Schedule the times required to obtain these clearances and permits. Identify time and cost impacts associated with schedule slippage and propose mitigation measures to minimize these impacts. Provide constructability feedback on mitigation measures proposed in the design plans.
- I. Develop, propose, and track innovations for project construction. Document and track cost savings and schedule impacts associated with innovations in a written report to the Project Team.
- J. Coordinate with project stakeholders in conjunction with the Project Team. This may include intermittent project update meetings with city and state officials, resource agencies, railroads, and utility companies.
- K. Participate in the public outreach effort for the Project, which may include attending Community Advisory Group (CAG) meetings, public workshops, legislative briefings, and meetings with affected businesses and community groups.
- L. Consider the impacts of noise to the surrounding community when developing a phasing plan that includes night work. Help DelDOT coordinate obtain approval for proposed night work with the City of Wilmington. If the City does not allow work to occur at night, provide alternatives to keep the project on time and on budget.

Proposed Construction Price (PCP)

When the Project Team determines that the Project has been designed to a sufficient level of detail to allow for a constructible and biddable project or work package, the CM/GC will be given an opportunity to provide a PCP to construct the project. It is anticipated that the bid required on this project will be a unit price bid based on a bid schedule. However, the Project Team will determine the final form of the bid and may also elect to utilize other contract payment provisions, including Lump Sum or Fixed Plan Quantity items.

When preparing to submit a bid for the work, the following tasks must be completed:

- A. Participate in pre-bid plan workshop in order to review and provide final input on the final plans and specifications.
- B. Participate in the final risk workshop for the project or work package. Provide final input to the Project Team regarding project risks and clarify risk assumptions and assignments in preparation for submitting a bid for the work. The CM/GC and Project Team will collaborate on the final risk register and agree to how the costs for the identified risks will be addressed.
- C. Prepare and submit a bid proposal and a narrative description about how the CM/GC will meet the DBE goal for the entire project or work package.

After submission of the bid for the work, the following tasks must be completed:

- D. DelDOT will review the CM/GC's bid.
- E. Participate in finalizing the PCP, if needed to reconcile differences.
- F. Based on the outcome of A. and B. above, DelDOT will either:
 1. Award the Construction Contract to the CM/GC or
 2. Reject the CM/GC's bid and advertise the Construction Contract per DelDOT's normal advertisement process.

Awarding Contracts for Severable Work Packages

If the Project Team elects to progress this project using severable work packages, the Project Team may require the CM/GC to submit a Project Target Price (PTP) from the CM/GC prior to awarding a contract for a severable work package.

A PTP is a good-faith estimate of construction costs required to complete all work packages on a project. It is used by the Project Team to confirm that the overall construction scope can be completed within the available project budget. A PTP is based on the assumptions and risks that are known at the time the estimated costs are submitted.

The CM/GC's PTP is supported by an estimating/cost model and narrative similar to OPCC estimates. When the CM/GC submits a PTP, the Project Team assumes that the CM/GC intends to construct the overall project at or below the PTP, subject to documentable changes in bidding assumptions or scope that affects pricing. Exact timing for requesting a PTP from the CM/GC is evaluated on a project-by-project basis based on design progression and project risks.

Construction Services

If DelDOT is able to successfully validate the CM/GC's bid and the CM/GC complies with DBE requirements and all other conditions of award, the CM/GC shall:

- A. Execute a Construction contract with DelDOT.
- B. Construct and manage all construction related contracts while meeting all Project/Contract requirements.
- C. Substantially complete the construction no later than specified in the contract.

- end -

APPENDIX C – Semi-Final Plans

The Semi-Final Plans were completed in February 2018. Since that time, the decision was made to separate some of the work into smaller contracts to decrease the size of the mainline contract as well as reduce the risk of not meeting the Required Project Constraints. The design team has removed most of the elements from the plans that are **not** included with this RFP; however, the plans may still include some of the work items being separated into these other contracts. Note that during the development of the Semi-Final Plans and completion of some subsequent design work, DelDOT’s CADD standards were updated resulting in inconsistencies in some plan sheet title blocks. To help guide proposers, a description of the work being removed is as follows:

Sign Structures

The installation of 14 cantilever and overhead span sign structures, and the removal of the associated existing structures, is being pulled out into a contract that will be advertised in advance of the mainline contract..

2nd Street/Jackson Street On-Ramp Improvements

The majority of the improvements to the 2nd Street/Jackson Street on-ramp to I-95 Southbound will be performed as part of a separate contract that will be advertised in advance of this mainline contract.

Bearing Replacements

Most of the bearing replacements and some associated substructure concrete repairs on the Wilmington Viaduct (Bridges 1-748 and 1-748N&S) and Bridges 1-744, 1-758E, and 1-758F will be performed as part of a separate contract that will be advertised in advance of this mainline contract.

Viaduct Substructure Repairs

Concrete repairs and concrete sealer applied to the substructure elements below the bearings will be constructed as part of a separate contract to be advertised after this mainline project.

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Refer to the following posted Appendix C Semi-Final Plans:

- Appendix C - T201407404 Vol 1 Highway CMGC RFP Semi-Final.pdf
- Appendix C - T201407404 Vol 2 Bridge CMGC RFP Semi-Final.pdf
- Appendix C - T201407404 Vol 3 EC Traffic CMGC RFP Semi-Final.pdf

- end -