TENNESSEE DEPARTMENT OF TRANSPORTATION

Request for Proposals

Construction Manager/General Contractor (CM/GC) Services

Interstate 40

Rehabilitation of I-40 Bridges at Charlotte Avenue, Johnson Street, Herman Street, and Clinton Avenue

Davidson County, TENNESSEE

Project Identification Number (PIN): 117847.00
Federal Project Number: BH-I-40-4(86)
State Project Number: 19005-1161-44
CM/GC Contract Number: CM1401

July 25, 2014

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SECTION 1 – INTRODUCTION AND GENERAL INFORMATION

1.1. CM/GC INTRODUCTION

Construction Manager/General Contractor (CM/GC) is a contracting method that involves a Contractor in the design and construction phases of the project. The intent is to form an integrated project team with TDOT, the Design Consultant, and the Contractor.

The goals of this integrated project team are to mitigate risk, improve the construction schedule, streamline the design process, and develop a project that adheres to the budget. An important role of the Contractor is to evaluate the constructability of the design plans to reduce risk in all phases with innovative approaches to meet budget goals. We anticipate the involvement of the Contractor will help improve the design and the overall constructability of the project.

The Integrated Project Team (TDOT, Design Consultant, and the Contractor) collaborates to deliver the project in less time and at a lower total cost, while meeting the project goals. As a member of the Project Team, the Contractor offers the skills and knowledge to provide:

- Information on constructability, phasing, and other design input;
- Estimates of the quantities of materials, labor, and equipment needed for construction;
- A description of the tasks (work breakdown structure) needed to complete the project and an estimate of the costs, the anticipated duration, and sequence of these tasks;
- An understanding of the availability, cost, and capacities of materials, labor, and equipment;
- Identification of the potential risks (including financial risks) and methods to mitigate them during the design process; and
- A preliminary estimating model for estimating project costs. The accepted estimating model will serve as a basis for all Opinion of Probable Construction Cost (OPCC) estimates in the program and the development of the proposed Guaranteed Maximum Price (GMP) at agreed upon design milestones.

During the design process, the Contractor will work with the Design Consultant and the TDOT Project Management Team to:

- Implement a risk management strategy, and develop and monitor the Risk Register;
- Update, at regular intervals, the project estimate and construction Schedule;
- Lead the development of a cost model for the TDOT Estimator and Independent Cost Estimator (ICE) so that assumptions, contingency, and approach to the estimate are similar;
- Participate in up to three formal reviews of the design at designated design milestones for each phase of the construction package;

- Participate in risk assessment and mitigation workshops at agreed upon milestones;
- Provide up to three progressively refined Opinion of Probable Construction Cost estimates (OPCC) at designated design milestones;
- Provide continuing informal input on constructability, value engineering, and cost as requested;
- Provide open-book examination of cost model by TDOT, the program manager, and the Design Consultant;
- Prepare Guaranteed Maximum Price (GMP) Proposals to TDOT with appropriate backup documentation for all construction, early work, and procurement Plans, Specifications, and Estimates (PS&E) packages; and
- Develop, propose, and track innovations for project construction.

If the Contractor is awarded a construction contract, the Contractor's role will be to construct the project within the GMP and propose solutions that will help achieve the goal of staying within the budget. If the project cannot be delivered within the allocated budget, TDOT retains the option to cancel the project, reduce the scope, or deliver the project by other means.

Early procurement or construction work may be considered for acquisition of long lead items or to complete early construction tasks. Early utility or construction work may be considered with the understanding that early phases are not a guarantee of selection for final construction. Early phases must be independent and severable from the final construction package, with a well-defined end point. Final construction activities will not begin until a GMP has been accepted for a substantially complete PS&E package.

1.2. SCOPE OF THIS RFP FOR CM/GC SERVICES SELECTION

This RFP is a one-phase procurement that includes a Statement of Interest/Proposal. At the interview, Proposers will be required to submit a CM/GC Management Price Proposal.

TDOT is soliciting written Statements of Interest and Proposals from general contractors prequalified with TDOT to provide CM/GC Services for the rehabilitation of the existing structurally deficient bridges on I-40 in Davidson County, Tennessee, and resurfacing of I-40 from the Jefferson Street bridge over I40 at log mile 15.33 to the I-65 interchange at log mile 18.26 (2.93 miles). The work includes but is not limited to design and construction of the bridge deck replacement for the existing bridge on I-40 over Charlotte Avenue, bridge deck replacement or superstructure replacement for the existing bridge on I40 over Jo Johnson Street, and superstructure replacements for both existing bridges over Herman Street & Nashville & Western RR and Clinton Street & CSX RR using Accelerated Bridge Construction (ABC). The project will also include milling all asphalt overlaying existing Portland Cement Concrete (PCC) pavement within the project limits, paving a 2" layer of Binder on top of the existing PCC pavement surface, then overlay with a 1.25" layer of OGFC, earthwork, pavement, erosion control, water quality, signing, striping, seeding, and coordination with utilities regarding the relocation of utility facilities. If when the asphalt is removed from the PCC pavement, it is determined by the field engineer that the underlying existing PCC pavement has deteriorated to a condition warranting repairs, partial and/or full depth PCC repairs will be required. In addition, the Contractor will be

involved in the design development by providing input to TDOT and the Design Consultant (Gresham Smith & Partners) concerning various design elements and constructability throughout the CM/GC process.

Contractors interested in submitting Proposal packages to TDOT are requested to submit one package that is inclusive of pre-construction CM/GC services, with the option of construction if TDOT subsequently accepts construction GMP proposals. Selection will be on a best value basis in accordance with the evaluation criteria set forth in Section 3, SOI/Proposal Content and Evaluation Criteria.
Contractors or Joint Ventures from this point forward in the RFP will be referred to as the "Proposer or Proposers."

1.3. PROJECT DESCRIPTION

A. Project Background

I-40 Bridges over Herman Street and Nashville & Western RR, LM 16.62; Clinton Street and CSX RR, LM 16.75; Jo Johnston Avenue, LM 16.88; and Charlotte Avenue, LM 17.09, Davidson County.
The city of Nashville is where three of our nation's interstates (I-65, I-40, and I-24) intersect and then proceed in their original direction. Around downtown Nashville, the interstate loop collects and distributes traffic as it has since its construction in the early 1960s. Within this traffic corridor are four bridges in a row: one is a steel k-frame girder structure, another is a precast pre-stressed concrete girder structure, and the last two are steel I-girder bridges. All are suffering from advanced stages of deterioration. Currently this section of the interstate loop carries over131,000 average daily traffic (ADT) according to TDOT's 2012 records. There are several hospitals that use this corridor for quick access as well as a dense population of commercial/business properties along the corridor. The bridge decks have deteriorated and have become an increasingly constant maintenance problem. Recently, the I-40 bridge over Charlotte Avenue required a portion of the deck to have emergency full depth deck repair during a weekend using a directional interstate closure. Repairing the bridges with conventional methods would cost millions of dollars in road users' costs due to roadway or lane closures and could cause a financial hardship on businesses in the area that depend on the interstate highways for commerce. The goal of the accelerated bridge construction project is to reduce the timeframe of construction to minimize traffic impacts. The Charlotte Avenue Bridge will require precast pre-stressed full depth panels. The Jo Johnson bridge will consider using full depth deck panels or MassDOT's "Fast 14" method (Google "fast 14"). The MassDOT's "Fast 14" method is a prefabricated element consisting of two steel girders and a precast concrete slab on top of girders. The remaining existing bridges over Herman Street & Nashville & Western RR and Clinton Street & CSX RR will consider using MassDOT's "Fast 14" method. All full depth deck panels must be precast prestressed panels and fabricated in an approved certified prestress facility. TDOT will consider replacing the superstructures of the remaining bridges with several prefabricated and precast units consisting of two steel girders and a precast concrete slab on top of girders. This method will enable quick demolition and reconstruction of each bridge. The ABC methods of construction will reduce the construction time from several months of complete interstate closures to 13 weekend interstate closures or less as currently planned for construction. Other

ABC methods will be considered but must be completed in the same time frame. Local roads closures will need to be phased to maintain a point of east-west access at all times. Weekday closures of local roads may be permitted based on coordination with Metro Public Works.

The project will require coordination with several major stakeholders, including but not limited to the Metropolitan Government of Nashville and Davidson County, the Federal Highway Administration (FHWA), and local businesses.
This project is intended to achieve the following goals:

1. **Rehabilitate the existing deteriorated bridge structures, and improve traffic operations and safety on I-40 within the project budget.**

   Note: TDOT and its Design Consultant will be primarily responsible for the design of the project to meet the goal of improving traffic operations and safety of the completed project.

2. **Accelerate delivery of the construction schedule and obtain final project acceptance no later than October 15, 2015.**

3. **Minimize inconvenience to the traveling public, and maximize safety of workers and the traveling public.**

4. **Facilitate a collaborative partnership with all of the members of the project team and the stakeholders.**

5. **Provide a high quality design and construction.**

6. **Provide a well-publicized, highly successful Accelerated Bridge Construction project.**
   Note: TDOT will be primarily responsible for public involvement and public relations. The Contractor will provide support for the public involvement and public relations effort.

B. Project Information and Definition

Project Location: Downtown Nashville Interstate Inner Loop (I-40).

Project Limits: The limits are from the Jefferson Street Bridge over I-40 at L.M.15.33 south to the I-65 split at L.M.18.26 (2.93 Miles).

Work: Traffic, Survey, Roadway, Bridges, Utilities, ITS and Materials.

Current Level of Design: Conceptual design discussions are underway. The Department has completed the field 3D scan survey and has started compiling data points. Preliminary design of structures, asphalt pavement, and maintenance of traffic is being held at a preliminary level.

Project Schedule: The estimated schedule for this project includes a pre-construction phase that is anticipated to be completed by February 2015 and a

construction phase that is estimated to be completed by fall 2015.

The project includes, but is not limited to, design and construction of the bridge deck replacement for the existing bridge on I-40 over Charlotte Avenue, bridge deck replacement or superstructure replacement for the existing bridge on I40 over Jo Johnson Street, and superstructure replacements for both existing bridges over Herman Street & Nashville & Western RR and Clinton Street & CSX RR. The design of temporary structures such as temporary abutments, scaffolding/ falsework, critical crane pick plans, and sliding or jacking systems shall be the contractor's responsibility. The method of construction is usually determined by the contractor and he submits bracings/jacking shop drawings that is developed/ reviewed by a registered engineer. TDOT will review for general details. The project will also include milling all asphalt overlaying existing PCC pavement within the project limits, paving a 2" layer of Binder on top of the existing PCC pavement surface, then overlay with a 1.25" layer of OGFC. If when the asphalt is removed from the PCC pavement, it is determined by the field engineer that the underlying existing PCC pavement has deteriorated to a condition warranting repairs, partial and/or full depth PCC repairs will be required.

The project will utilize Accelerated Bridge Construction techniques.

Owner Furnished Materials: TDOT will provide all necessary survey and site Investigations during the design phase. However, the Contractor shall be required to provide its own independent survey for construction.

Existing Operations Critical to Project: Minimizing the maintenance of traffic (MOT) impact to the public during construction by using weekend closures.

Restrictions and Constraints: Interstate I-40 complete closure on weekends only and must be operational during the work week.

Traffic Lane Closure Information: Additional lane closures and other MOT requirements will be developed through the CM/GC design process.

Existing Utilities: Existing utilities include, but are not limited to, overhead electric lines and underground ITS and electric (for roadway lighting) conduits. The contractor must consider the utility affects and advance required notices when he is looking at different construction methods. There is also bridge lighting conduits in bridge parapets and underground between the bridges that will require relocation. There are other underground and overhead utilities close to all four bridge sites. The CMGC process will consider different construction methods that may require additional utility adjustments. The Department will execute the Railroad agreements for this project with CSXT RR and Nashville & Western RR based on the final design of these bridges layouts plans. The Specifications and Design Criteria for the bridge over CSXT RR and Clinton Street, I-40 Bridge over Nashville & Western RR and Herman Street, and Special Provision 105C are referenced on the project website at
http://www.tdot.state.tn.us/construction/CMGCI40_details.htm

1.4. PROJECT FUNDING

The sources of funding for this CM/GC contract are FHWA and TDOT.

1.5. PROJECT ADMINISTRATION

The Contract Administrator/ Project Manager and Primary Point of Contact for this project:

Lia Obaid (Assistant Director of Construction)
Suite 700 James K. Polk Building
505 Deaderick Street
Nashville, TN 37243
Phone: (615) 532-7522

1.6. PROJECT COORDINATION

A. Routine Working Contact

The routine working contact will be between the TDOT Project Manager (TDOT/PM), the Design Consultant Project Manager (C/PM), and the Contractor Project Manager (CMGC/PM).

B. Project Manager Requirements:

Each Project Manager will provide the others with the following:

- A written synopsis or copy of their respective contacts (both by telephone and in person).
- Copies of pertinent written communications include, but are not limited to, email, memorandum, letters, meeting minutes, and phone logs.

C. Coordination

The Contractor shall partner with the Design Consultant and the TDOT Management Team as part of the design team. The following groups will be part of that partnership and will be required to coordinate with each other:

1. TDOT Project Management Team
2. Project Design Manager/ Design Consultant: TDOT Design Manager/ Gresham Smith & Partners
3. GM/GC Contractor and any Sub-contractors
4. TDOT Specialty Groups: Bridge, Utilities, Traffic, Hydraulics, Environmental
5. Civil Rights Office
6. Stakeholders or Stakeholder Groups:

A. Metropolitan Government of Nashville and Davidson County
B. Federal Highway Administration (FHWA)
C. Utilities
D. Tennessee Department of Environment and Conservation
E. Other: Metro Davidson County Public Schools, and Metro Davidson County Parks and Recreation
F. Local Businesses

1.7. PROJECT SCOPE OF WORK

The Contractor's Scope of Work and the Pre-Construction Roles and Responsibilities Matrix are described in detail in Section 4 of this RFP.

1.8. FIXED RANGE LIMIT OF CONSTRUCTION COST

The Fixed Range Limit of Construction Cost is the total project budget allocated for the construction phase of the project. This includes the CM/GC Fee, the actual cost of construction, mobilization, force accounts, and all costs that are associated with the construction of all elements of the work designed or specified by the Design Consultant. The CM/GC Fee is defined in Section 2.

The Construction Cost for this project is preliminarily estimated between $45-55 million, and the Fixed Range Limit shall not exceed $55 million.

1.9. PROJECT CONSTRUCTION SCHEDULE

The project includes the following goals:

1. **Advance the knowledge, experience and cost efficiency of TDOT and the local construction industry in Accelerated Bridge Construction (ABC) and CM/GC project delivery.**

2. **Accelerate delivery of the construction schedule and obtain final project acceptance no later than October 15, 2015.**

3. **Minimize inconvenience to the traveling public, and maximize safety of workers and the traveling public.**

In consideration of the project goals, there is a strong desire to use advanced ABC technology to construct the project in a manner that minimizes the impact of the construction schedule to the traveling public on I-40, and specifically to install the bridge superstructure within a 60-hour (or less) closure time on I-40. On that basis, the ABC superstructure “roll-in” or “slide-in” (or other advanced ABC techniques that minimize the exposure of construction to I-40 traffic) shall be considered for the project. I-40’s complete road closures shall be restricted to weekends only, excluding holiday weekends and game day for Titans home football games. The contractor shall be allowed Thirteen (13) weekends or less of I-40 complete interstate closures (both directions) for all bridges and roadway work,**13 weekends is the maximum amount of time currently planned for construction and will be enforced in the construction contract unless scope/methods change during preconstruction/design. The final construction schedule will be collaboratively developed with TDOT and be part of the construction contract.** A weekend is defined as between Friday at 9:00 PM through Monday at 5:00 AM. The Department anticipates that Charlotte Avenue (State Route 24) closures will be limited to weekend construction time periods. Local roads closures will need to be phased to maintain a point of east-west access at all times. Weekday closures of local roads may be permitted based on coordination with Metro Public Works.

Accelerated construction techniques that minimize construction schedule impacts, and the exposure of construction to the traveling public on I-40 shall be considered for the project.

1.10. REFERENCE ITEMS REQUIRED BY THE CONTRACTOR

The standards, data, and reports in Appendix F are Contract Documents. These standards

apply unless otherwise defined in the Plans, Specifications, and Estimate Packages. The Contractor shall obtain and utilize the most recent adopted references, including TDOT standards and specifications, manuals and software, or as directed by the TDOT/PM.

1.11. PROJECT DEFINITIONS

Project definitions for language and references in this RFP are described in Appendix G.

1.12. PRELIMINARY DOCUMENTS AND DRAWINGS

Reference documents and drawings are available on the project website at
http://www.tdot.state.tn.us/construction/CMGCI40_details.htm

1.13. SPECIFICATIONS

The most current edition of TDOT's Standard Specifications for Road and Bridge Construction and Supplemental Specifications will control construction of this project. In case of discrepancy, Supplemental Specifications will govern over the TDOT Standard Specifications. The contract Plans will govern over both Supplemental and Standard Specifications, and Special Provisions will govern over both Plans and Specifications. The Design Consultant will develop the Project plans that will take precedence over TDOT Standard Drawings.

1.14. OWNERSHIP OF THE DOCUMENTS

All tracings, bids, plans, manuscripts, specifications, data, maps, etc., prepared by or obtained by the Contractor as a result of working on this contract shall be delivered to and become the property of TDOT.

1.15. REQUIRED PERCENTAGE OF WORK

The Contractor must perform work valued at not less than 30% of the total work, excluding specialty items, with its own staff. Specialty items are those services or items that are not usually furnished by a Contactor or Joint Venture performing the particular type of service contained in this RFP and will be defined in the construction contract documents.

1.16. PROJECT COMPUTER SOFTWARE REQUIREMENTS

The Contractor shall utilize the most recent TDOT-adopted software. The primary software used by TDOT is as follows:

Estimating: Microsoft Excel 2010 or other software that is compatible with providing pricing on the TDOT Schedule of Bid Items standard format using the
most current TDOT Item Code Book.
Scheduling: Primavera Project Manager (v 5.0).
Specifications: Microsoft Word 2010
Survey and DTM: Microstation V8i/Geopak

1.17. PROJECT DESIGN DATA AND STANDARDS

A. **General:**

Appendix F and G are lists of technical definitions and references applicable to TDOT work. This is not a full list and other national standards and references could apply. TDOT projects shall be in general conformance with TDOT and FHWA design criteria.

Conflicts in criteria shall be resolved by the TDOT / PM.

B. **Construction Materials/Methods**:

The materials and methods specified for construction will be selected to minimize the initial construction cost and long-term maintenance cost to the State of Tennessee. Non-typical construction materials and methods must be approved in writing by TDOT.

1.18. RFP DATES

Proposers are required to meet the dates set for the SOI/Proposal submission, the oral interviews, and negotiation meeting. Contractors are also required to meet the information submittal dates outlined in the summary sheet. Failure to meet these dates will result in the Proposal being considered non-responsive.

1.19. REQUIRED AVAILABILITY OF KEY PERSONNEL

Listed personnel in the Project Management Team/Capability of the Proposer section of the Proposal constitutes an agreement by the Proposer to make the personnel available to complete work on the contract at whatever level the project requires. Modifications to the Proposer's Team or Key Individuals and other personnel listed in the Proposer Statement of Qualifications are discouraged. TDOT will not approve requests for modification without justification. Examples of justification include death of a team member, changes in employment status, bankruptcy, inability to perform, organizational conflict of interest, or other such significant cause. In order to secure TDOT's approval prior to the award of the contract, a written request shall be forwarded to the person and address as shown in Section 1.5 of this RFP. The request shall include: a) the nature of the desired change, b) the reason for the desired change, and c) a statement of how the desired change will meet the required qualifications for the position/responsibility. No such modification will be made without prior TDOT approval.

1.20. APPLICABLE FEDERAL AND STATE REGULATIONS

The Proposer shall conform to all applicable State and Federal regulations and recognized industry, safety, environmental, and design standards.

1.21. NONDISCRIMINATION IN CONTRACTING

The Contractor agrees that no person shall be excluded from participation in, be denied benefits of, or be otherwise subjected to discrimination in the performance of any Contract or in the employment practices of the Proposer on the grounds of handicap or disability, age, race, color, religion, sex, national origin, or any other classification protected by Federal, Tennessee State constitutional, or statutory law. The Contractor shall, upon request, show proof of such nondiscrimination and shall post in

conspicuous places, available to all employees and applicants, notices of nondiscrimination.

1.22. DISADVANTAGED BUSINESS ENTERPRISE (DBE) PROGRAM REQUIREMENTS

It is the policy of TDOT that Disadvantaged Business Enterprises (DBEs), as defined in 49 CFR Part 26, and other small businesses shall have the opportunity to compete fairly in contracts financed in whole or in part with public funds. Consistent with this policy, TDOT will not allow any person or business to be excluded from participation in, denied the benefits of, or otherwise be discriminated against in connection with the award and performance of any Federal-aid assisted contract because of sex, race, religion, or national origin. TDOT has established a DBE program in accordance with regulations of the U.S. Department of Transportation, 49 CFR Part 26. In this regard, the Proposer will take all necessary and reasonable steps in accordance with 49 CFR Part 26 to ensure that DBEs have the maximum opportunity to compete for and perform the contract.

- The assigned DBE goal for this Project is 2%.

TDOT's updated directory of DBEs can be viewed at the following website: www.tdot.state.tn.us/civil-rights/smallbusiness/.

Due to the nature of the Contractor's role in the pre-construction design phase, TDOT has determined that there are insufficient subcontracting opportunities to justify a DBE goal in the Contractor's pre-construction design phase contract. m.

A DBE goal may be set for all early construction work as well as for the final construction contract. A commitment to meet the contract goal or a good faith effort to do so shall be a condition of award of all such contracts.

At this phase, TDOT will evaluate the Proposer's approach and commitment to generating DBE participation. As detailed in Section 3.2 Proposal Content and Evaluation of this RFP, the Proposer must demonstrate within the subcontracting plan that it has considered the eventual mandatory inclusion of DBEs on the construction phase of the contract and has determined avenues for generating quality DBE participation.

1.23. ORGANIZATIONAL CONFLICTS AND INELIGIBLE FIRMS

A. The Proposer will include a full disclosure of all potential organizational conflicts of interest in
the Proposal. By submitting its Proposal, each Proposer agrees that, if an organizational conflict of interest is thereafter discovered, the Proposer will make an immediate and full written disclosure to TDOT 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 is determined to exist, TDOT may, at its discretion, cancel the contract. If the Proposer was aware of an organizational conflict of interest prior to the award of the contract and did not disclose the conflict to TDOT, TDOT may terminate the contract for default. No firm that is ineligible for State contracts may be part of any Proposer. Each Proposer is responsible for determining eligibility of its team members.

B. **Any person, firm or entity that has received compensation for assisting TDOT in preparing this RFP shall be prohibited from submitting a Proposal, or participating in the submission of a Proposal, in response to this RFP.**

C. Each Proposer shall submit an affidavit certifying that no person, firm or entity participating in the submission of the Proposal has received compensation for assisting TDOT in preparing this RFP. The form of the required affidavit is provided in Appendix C.

1.24. PROHIBITED COMMUNICATIONS AND CONTINGENCY FEES

A. Any person, firm or entity that submits a Proposal, as well as its employees, agents and subcontractors, shall not communicate with any member of the RFP Selection Team, nor with any employee or official of TDOT, concerning the review or evaluation of any Proposal, except that a Proposer may communicate with those TDOT employees who are specifically identified in the RFP as appropriate points of contact. Any Proposer's failure to comply with this prohibition shall render it ineligible for selection as the Contractor under this RFP.

B. Any person, firm or entity submitting a Proposal and competing for a CM/GC contract is also prohibited from offering or paying a contingency fee of any type that is directly tied to specific actions or work designed to help the Proposer obtain a contract through this RFP process. The selected Contractor shall complete an affidavit certifying compliance with this requirement before being awarded any contract.

C. Each Proposer shall submit an affidavit certifying that:

1. No person, firm or entity participating in the submission of the Proposal has communicated, or will communicate, with any member of the RFP Selection Team or any employee or official of TDOT concerning the review or evaluation of any Proposal, except those TDOT employees who are specifically identified in the RFP as appropriate points of contact; and
2. No person, firm or entity participating in the submission of the Proposal has offered or paid, or will offer or pay, a contingency fee of any type that is directly tied to specific actions or work designed to help the Proposer obtain a contract through this RFP process.

The form of the required affidavit is provided in Appendix C.

1.25. PREQUALIFICATION AND LICENSES

A. Each Proposer, including any Proposer submitting a Proposal as a joint venture, must be prequalified with the Construction Division as provided in Tennessee Code Annotated § 54-5-117 and Tennessee Department of Transportation Rule 1680-05-03, Prequalification of Contractors. The list of prequalified contractors may be found at http://www.tdot.state.tn.us/construction/prequal/prequal.pdf.

B. Any person, firm or entity intending to submit a Proposal that is not currently

prequalified must submit an application for prequalification, including the required "Prequalification Questionnaire," at least 14 days prior to the date for submission of Proposals under this RFP, as provided in Tennessee Department of Transportation Rule 1680-05-03-.04.

C. A Tennessee contractor's license shall not be required to submit a proposal or to be considered for award of a contract for preconstruction services; however, a Tennessee contractor's license shall be required prior to the execution of any contract for pre-construction services and shall be required to construct the Project.

D. Each Proposer shall submit relevant information regarding any licenses, including information on the revocation or suspension of any license.

1.26. CONSTRUCTION CONTRACT BONDS

Provide a letter from a surety company indicating that the Proposer is capable of obtaining Payment and Performance Bonds covering Project No. BH-I-40-4(86) I-40 Bridges Rehabilitation, for at least $60.0 million. The surety submitting the letter must be a surety company or companies licensed by the State of Tennessee and listed in the current United States Department of the Treasury financial management service list of approved bonding companies, which is published annually in the Federal Register, and the surety must be listed or approved to write a bond in an amount equal to or greater than $60.0 million. Letters indicating "unlimited" bonding/security capability are not acceptable.

Performance and Payment Bonds will be required at the time the Guaranteed Maximum Price is accepted and at the time any contract for early construction work is executed. The final value of the Bonds will equal the negotiated amount of the negotiated GMP.

1.27. INSURANCE REQUIREMENTS

Within 14 days after notification of the selection, the selected Proposer shall provide proof of adequate and appropriate general liability insurance providing liability coverage in an amount not less than $1 million dollars per occurrence and $300,000 per claimant, naming the State of Tennessee as an additional insured. The Contactor or Joint Venture is not required to provide Professional Liability insurance certificates.

1.28. REQUIRED PROPOSAL CONTENTS

Instructions on preparing a Statement of Interest (SOI)/Proposal for this project are found in Section 2 of this RFP. The SOI/Proposal from the Proposer shall contain the information required in Section 3 of this RFP.

1.29. PROPOSAL EVALUATION PROCEDURES

The Proposal shall be evaluated by a TDOT Selection Panel. See also Appendix D.

1.30. COST OF PROPOSAL PREPARATION

No reimbursement will be made by TDOT for any costs related to the preparation of the SOI/Proposal, required documentation, interviews, presentations, discussions, and/or any related activities. These costs are the sole responsibility of the Proposer.

1.31. DISPOSITION OF PROPOSALS

Proposals become the property of TDOT and are disposed of according to TDOT policies. Proposals are treated as confidential documents until TDOT issues a written notice of award to the best-evaluated Proposer TDOT reserves the right to reject all Proposals.

1.32. AWARD OF CONTRACT

TDOT intends to evaluate, select, and award one CM/GC contract to the top ranked Proposer based on a Best Value Selection.

The selected CM/GC Contractor will be awarded a contract for Pre-Construction CM/GC Services. When the design of construction package(s) has been sufficiently developed, the CM/GC Contractor will prepare and submit a Guaranteed Maximum Price (GMP) proposal. If the GMP proposal is accepted, a TDOT Construction Contract will be compiled and executed.

All evaluations of the GMP proposal shall be open book. TDOT shall have access to all GMP proposal documents, quotations, takeoffs, and other construction cost estimates during evaluation of the submitted GMP proposal. Issuance of a Construction Contract will be subject to the Proposer posting a 100% performance and payment bond. The CM/GC Contractor will competitively procure and award subcontractors in accordance with its proposed subcontracting plan, as described in Section 2 and Section 3 of this RFP.

1.33. COMPENSATION FOR CMGC PRECONSTRUCTION SERVICES

The selected Contractor will be paid for CM/GC services during the Preconstruction Phase up to a maximum amount of $275,000. Monthly payments will be paid as work progresses.

1.34. EXPLANATION OF GUARANTEED MAXIMUM PRICE (GMP)

The Guaranteed Maximum Price (GMP) amount that will be incorporated into the standard Contract for Construction Services will be determined as provided in Appendix B. The GMP is the sum of the total Cost of the Work, the total amount of any authorized contingency risk-sharing pool, the CM/GC Fee (overhead and profit), and the actual reimbursable cost of bonds and insurance available to pay the Contractor to construct the Project in accordance with a sufficient Plans, Specifications, and Estimates construction package. Payment for the construction of the project will be paid through a Schedule of Bid items.

TDOT anticipates initiating the process for determining the final GMP based on 90% complete contract documents, and TDOT intends to establish a GMP for the complete project no later than February 2015. TDOT reserves the right not to award any part or all of the Construction Phase Services, and to bid/award some or all of the construction work separately. The selected Contractor shall deliver to TDOT a proposed GMP and GMP

Supporting Documents at any appropriate milestones identified at the Project Scoping Workshop.

Except for amendments approved by TDOT, the GMP will not be increased. The Contractor assumes all risk with performance of the work, including management of its subcontractors, suppliers, and any associated cost impacts over and above the GMP.

TDOT anticipates that a GMP proposal may be prepared and submitted up to three times. TDOT reserves the right at any time to terminate the GMP proposal process and prepare the PS&E package for advertisement under standard low-bid procurement procedures.

TDOT is considering establishing a contingency risk-sharing pool with the Contractor that will be discussed during the pre-construction phase that, if adopted, would be incorporated into the GMP. The purpose of the contingency risk-sharing pool is to develop a budget for items foreseen at the GMP, but not detailed enough for itemized pricing, or for unforeseen conditions. Any and all items fitting this category will be identified separately in the GMP and will be monitored for progress and cost. The scope and terms of the contingency risk-sharing pool will be developed as part of the Construction contract.

In developing this contingency risk-sharing pool, TDOT anticipates that any cost savings in construction (not attributed to any reduction in the scope of work or reduction in operating performance for the corridor) that may occur after the GMP has been established will be shared with the Contractor in such proportion as the parties may determine during the pre-construction phase of the Project.

SECTION 2 – CM/GC REQUIREMENTS AND SOI/PROPOSAL INSTRUCTIONS

2.1. MANDATORY MINIMUM SOI/PROPOSAL REQUIREMENTS

As indicated in the advertisements, notice is hereby given to all interested parties that all Proposers will be required to meet minimum requirements to be considered for this project. To be considered as responsive to this RFP, interested Proposers are required, as a minimum to:

A. Attend the mandatory Pre-Proposal meeting on August 6, 2014. Sign-in and attendance at the Pre-Proposal meeting is **required** in order to submit a proposal.

B. Demonstrate a bonding capability up to $60.0 million for an individual project along with current and anticipated workloads. Provide a letter from a surety or insurance company stating that the Proposer is capable of obtaining a Performance and Payment Bond covering the Project. Letters indicating "unlimited" bonding capability are not acceptable. The surety or insurance company providing such letter must be licensed as a surety and qualified to do business in the State of Tennessee. In addition, the surety must be listed in the current United States Department of the Treasury Circular 570 financial management service list of approved bonding companies, which is published annually in the Federal Register, and the surety must be listed or approved to write a bond in the an amount indicated in the letter equal to or greater than $60.0 million.

C. Be pre-qualified with the TDOT Construction Division, or satisfy all requirements of application for pre-qualification per TDOT Rule 1680-05-03, Prequalification of Contractors, at least 14 days prior to the Proposal submittal deadline as shown in the Key Events Schedule below. The Proposer, or any firm which is a member thereof, shall not be presently debarred, suspended, or excluded from bidding on any contract with the Department or any Federal-aid contract.

D. Provide relevant information regarding any contractor's licenses, including information on the revocation or suspension of any license.

E. Provide information concerning any bankruptcy or receivership of the Proposer, or of any firm which is a member thereof, including information concerning any work completed by a surety.

F. Certify that the Proposer, or of any firm which is a member thereof, has not been debarred by, or entered into any voluntary exclusion agreement in lieu of debarment with, any Federal, state, or local government agency, within the past five (5) years. Provide information concerning any suspension or temporary disqualification from bidding on any Federal, state, or local government contract.

G. Certify that the Proposer, or of any firm which is a member thereof, has not defaulted on a Federal, state, or local government contract within the past five (5) years.

H. Submit an affidavit signed by the Proposer, on the form provided in Appendix C,

certifying that the Proposer, and its member firms (if any), agents, subcontractors and employees:

(1) Have not received any compensation for assisting TDOT in preparing this RFP;
(2) Have not communicated, and will not communicate, with any member of the RFP Selection Team or any employee or official of TDOT concerning the review or evaluation of any Proposal, except those TDOT employees who are specifically identified in the RFP as appropriate points of contact; and
(3) Have not offered or paid, and will not offer or pay, a contingency fee of any type that is directly tied to specific actions or work designed to help the Proposer obtain a contract through this RFP process.

2.2. PROPOSAL GENERAL INFORMATION

All respondents accept the conditions of this RFP, including, but not limited to, the following:

A. All submittals shall become the property of TDOT and will not be returned.

B. Multiple proposals from a single Proposer will not be considered.

C. Any proposal received by TDOT after the time specified in Section 2.3 shall be considered late and shall be returned unopened to the Proposer. No late proposals will be accepted for this project.

D. TDOT reserves the right to reject any or all proposals on the basis of being unresponsive to this RFP or for failure to disclose requested information.

E. TDOT shall not be liable for any costs incurred by respondents in the preparation of submittals and proposals, nor in costs related to any element of the selection and contract negotiation process.

F. The Proposer has reviewed Appendix A and by responding has agreed that the terms and conditions of the sample Construction Management/General Contractor Contract are acceptable without reservation.

G. Although the Proposer selected through this selection process will be awarded a contract for Pre-construction Services to be performed during the design review, and may perform construction services for this project through an Early Word Amendment or a GMP Amendment, the selected Contractor is not guaranteed to receive a Notice to Proceed to perform any construction work if services are terminated at the completion of the design phase.

H. The Proposer will include a full disclosure of all potential organizational conflicts of interest in the Proposal, as per Section 1.23.

I. If TDOT chooses to advertise this project under the low bid process authorized under Tennessee Code Annotated Title 54, Chapter 5, the selected Contractor **will not** be permitted to submit a bid.

2.3. KEY EVENTS SCHEDULE

Public Notice Phase	**Date**
First Advertisement of RFP	July 25, 2014
Mandatory Pre-Proposal Meeting	August 6, 2014
Submission of Questions/Requested Clarifications	August 15 2014
Requests for Changes in the RFP	August 15, 2014
Final RFP Addendum Deadline	August 22, 2014

Selection Phase	**Date**
Submittal of Statement of Interest (SOI)/Proposal	August 29, 2014
Selection Panel Meetings (Interviews)	September 11-12, 2014
Cost and Bid Proposals Opening	September 15, 2014
Contractor Notification of Selection	September 16, 2014
Contract Approval/Execution	October 13, 2014

2.4. MANDATORY PRE-PROPOSAL MEETING

The mandatory Pre-Proposal meeting will be held on August 6, 2014, at TDOT Region 3 Auditorium, 6601 Centennial Boulevard Nashville, Tennessee 37243-0360, at 1:00 pm. This meeting will introduce all contractors to the CM/GC contract delivery method, give an overall introduction to the project as scoped, and enable TDOT to answer questions about the project and process. The TDOT Project Management team for the project will be present. This meeting will be approximately 2 hours long. Failure of a contractor to attend any such meetings will result in elimination of that contractor, and any Proposal submitted by that will be rejected. The Department will respond, orally or in writing, to contractors' questions, if any, raised at the meetings. In the event the Department determines that formal answers or change of the RFP, specifications or Contract terms is warranted, the Department will issue formal written clarifications or Addenda in accordance with the terms of this RFP.

2.5. QUESTIONS AND CHANGES TO THE RFP

A. TDOT reserves the right to make changes to the RFP. Changes to the RFP generally consist of Clarifications, Scope Changes, or Time and/or Date Changes. All changes to the

RFP prior to the receipt of proposals shall be made by an addendum to the RFP, which shall be made available to all Proposers on the TDOT webpage. Following receipt of proposals, any changes to the RFP will be conveyed in writing to those Proposers determined to have met the minimum qualifications.

B. Proposers may submit questions, request clarification, or request a change to the RFP by submitting an e-mail or a written request on Form D (available on the project website) to the address set forth above. The request shall specify the provision and section of the RFP in question, and, if a change is requested, contain an explanation for the requested change. TDOT will not respond to questions or change requests received later than August 15, 2014, as per Section 2.3.

C. TDOT will evaluate any questions or requests submitted, but reserve the right to determine whether to respond or accept the requested change.

D. Proposers shall not rely on oral or written instructions regarding this RFP, unless issued in writing as an addendum by TDOT.

E. Proposers must acknowledge all issued addenda in their submittal and proposal.

2.6. STATEMENTS OF INTEREST (SOI)/PROPOSAL SUBMITTAL – STEP 1

Respondent must comply with the following items, A through H. TDOT retains the right to waive any minor irregularity or requirement should it be judged to be in the best interest of TDOT**.** **(Note that the primary focus of the evaluation will be the Proposer's capabilities).**

A. Deliver **eight (8)** hard copies along with **one (1)** electronic copy PDF file on a CD or flash drive of the SOI/Proposal to the Tennessee Department of Transportation Contract Office, Lia Obaid, Suite 700, James K. Polk Building, 505 Deaderick Street Nashville, TN 37243 Phone: (615) 532-7522

B. **Statement of Interest (SOI)/Proposal Format:**

1. Submittals shall be formatted and tabbed in the exact form and sequence of the Evaluation Form, Appendix D.
2. All narratives shall use minimum font size of 11 point Times New Roman. Limited use of smaller font sizes for charts, diagrams, graphs, and tables are allowed.
3. Cover or Introductory Letter (2-page limit - 8-1/2" x 11" paper)
4. Proposal Section (20-page limit, 8-1/2" x 11" paper)
5. An Optional Section (5-page limit – 8-1/2" x 11" paper, and up to 3 of the 5 pages may be on 11" x 17" paper)
6. The Commendation Section for awards or letters of recommendations from past clients (5 page limit – 8-1/2" x 11" paper) (optional)
7. Appendix Section (no page limit, but see H, I and J.)

C. In support of TDOT's continued environmental efforts in "Going Green", Proposers are encouraged to submit their SOI/Proposal using a 2-sided format, rather than using only one side.

D. Submittals shall be evaluated in accordance with criteria as indicated in Section 3.2, Evaluation Criteria for Proposals, and ranked on the corresponding evaluation form in Appendix D.

E. Responses to all items shall be complete.

F. All references shall be current and relevant.

G. Complete and execute the appropriate Acknowledgment and Attestation Form, as provided in Appendix C**,** and submit with the SOI/Proposal Package.

H. The optional section should include supplemental materials for risk assessments, cost models examples, processes, and additional photos, exhibits, or schedules.

I. An appendix section may be included in the proposal. This section will include resumes, references, Surety Letters, and Acknowledgement and Attestation Form. Resumes and references for team members should be limited to the Key Personnel of the Proposer's team.

J. Tabs, covers, and tables of content pages DO NOT count against the page count.

2.7. ORAL INTERVIEWS – STEP 2

A. Oral Interview

Mandatory oral interviews shall be conducted for the Proposers. Interview times and location will be arranged by TDOT and all Proposers will be notified in advance. Oral interviews will be evaluated on the enclosed CM/GC Oral Interview Evaluation Form in Appendix D.

2.8. SEALED CM/GC FEE - STEP 3

All Proposers shall submit sealed CM/GC Fee Proposals. All Proposers will submit sealed CM/GC Fee Proposals at their scheduled interviews. Only one copy of Form C is required on the scheduled submission date. The CM/GC Fee Proposal will remain sealed until after the qualitative scoring and will then be opened after the Selection Panel Interview Meetings.

The CM/GC Fee Proposal will then be converted into points in accordance with Section 3.4. CM/GC Fee Proposals shall be submitted on the Forms C provided in Appendix D without modification.

The CM/GC Fee Proposal shall include a summary of components used in establishing the CM/GC Fee Percentage.

The CM/GC Fee Percentage is a percentage which will be applied to all Construction Phase GMP Proposals based on the Cost of the Work. The CM/GC Fee percentage shall include all profit, general and administrative ("G & A") costs, and home office overhead as defined in Appendix E. Summaries must include the line items detailed in Appendix D

CM/GC Fee Proposal Format:

A. Submittals shall be formatted and tabbed in the exact form to include the following:

1. CM/GC Fee Percentage Proposal Form C (**Appendix D**)
2. CM/GC Fee Percentage Summary Information (2 page limit – summary page)

Paper must be 8 1/2"' X 11" paper, and all submittals shall use a minimum font size of 11 Times New Roman.

A. In support of TDOT's continued environmental efforts in "Going Green," Contractors are encouraged to submit their CM/GC Fee Percentage Proposal using a two-sided format, rather than using only one side.

B. CM/GC Fee Percentage Proposal Form C from **Appendix D** must be filled out in its entirety.

C. All content, as required in **Section 3.4, Evaluation Criteria for CM/GC Fee Percentage Proposal**, must be integrated into a narrative and into sheets as instructed. These items can be found on the CM/GC Fee Percentage Proposal Form in **Appendix D**. The evaluation criteria for the CM/GC Fee Percentage Proposal can be found in **Section 3.4, Evaluation Criteria for CM/GC Fee Percentage Proposal,** of this RFP.

D. The CM/GC Fee Percentage cannot be zero.

E. The CM/GC Fee Percentage Proposal will be scored separately, as described in **Section 3.4, Evaluation Criteria for CM/GC Fee Percentage Proposal,** and will be scored according to the scoring forms in **Appendix D**.

SECTION 3 – SOI/PROPOSAL CONTENT AND EVALUATION CRITERIA

3.1. METHOD OF SELECTION AND AWARD

All Proposers shall be invited to, and required to participate in, Oral Interview meetings with the Selection Panel and further evaluated based on criteria in Section 3.3. At the Oral Interview meeting, all Proposers shall be required to submit a sealed CM/GC Fee Proposal that will be evaluated based on criteria in Section 3.4.

Numerical ranking and selection of the most qualified responsive Proposer (including fee) will then occur on the corresponding evaluation forms in Appendix D. The final CM/GC Pre-Construction Fee and scope of work may be negotiated at TDOT's discretion.

Each separate section will be ranked with a maximum score of 100 points. Each section will then have the appropriate overall weighted multiplier applied to it for final ranking.

Weighted Multipliers:

SOI/Proposal:	50% Total Overall Weight
Interviews:	30% Total Overall Weight
CM/GC Fee:	20% Total Overall Weight

3.2. EVALUATION CRITERIA FOR PROPOSALS
(100 Points Total, 50% Overall Weight)

Statement of Interest (SOI)/Proposal Evaluation Criteria
Note that the primary focus of the evaluation will be the Proposer's ability, as a member of the project team, to maximize the project goals as are provided in Section 1 of the RFP.

A. Statement of Interest (SOI)/Proposals shall contain the following:

1. Introductory Letter and Statement of Interest

Address the cover or Introductory Letter to:

Tennessee Department of Transportation
Lia Obaid, Construction Division
Suite 700, James K. Polk Building
505 Deaderick Street
Nashville, TN 37243

In **up to two pages,** express your interest in the project, state qualifications for doing the work, and recount any summary information on the project team or your company that may be useful or informative to TDOT. Include the **mailing and e-mail addresses and phone number** of the **primary contact person** for this Contractor selection process in the Introductory Letter. Please acknowledge receipt of any addenda to the RFP. **No evaluation points are assigned to this section.**

Include the following elements of information in the letter as a minimum and highlight these items in bold letters.

i. Project number and project location for project specific contracts.

ii. Statement that the Proposer is pre-qualified with the Department, with the Proposer's pre-qualification expiration date, or that the Proposer has filed an application for pre-qualification with the TDOT Construction Division at least 14 days prior to the Proposal submittal deadline identified in Section 2.3, Key Events Schedule.

iii. Statement that the Proposer, and any firm which is a member thereof, is not be presently debarred, suspended, or excluded from bidding on any contract with the Department or any Federal-aid contract.

iv. Certification that the information and data submitted in the letter and its attachments is true and complete to the best knowledge of the individual signing the letter.

v. Name, telephone number, e-mail address, and fax number of the individual to contact regarding their SOI/Proposal submittal.

vi. TDOT **requires** an original signature signed in ink, by an authorized principal, partner, or officer of the firm.

2. Mandatory Attachments

The following information and certifications shall be separately attached to the introductory letter and statement of interest. **No evaluation points are assigned to this information; however, the Proposal will be rejected as non-responsive if the required information and certifications are not attached.**

i. Provide a letter from a surety or insurance company stating that the Proposer is capable of obtaining a Performance and Payment Bond covering up to $60 million for an individual project along with the Proposer's current and anticipated workload. Letters indicating "unlimited" bonding capability are not acceptable. The surety or insurance company providing such letter must be licensed as a surety and qualified to do business in the State of Tennessee. In addition, the surety must be listed in the current United States Department of the Treasury Circular 570 financial management service list of approved bonding companies, which is published annually in the Federal Register, and the surety must be listed or approved to write a bond in the an amount indicated in the letter equal to or greater than $60.0 million.

ii. Provide information concerning any bankruptcy or receivership of the Proposer, or of any firm which is a member thereof, including information concerning any work completed by a surety.

iii. Certify that the Proposer, or of any firm which is a member thereof, has not been debarred by, or entered into any voluntary exclusion agreement in lieu of debarment with, any Federal, state, or local government agency, within the past five (5) years. Provide information concerning any suspension or temporary disqualification from

bidding on any Federal, state, or local government contract.

iv. Certify that the Proposer, or of any firm which is a member thereof, has not defaulted on a Federal, state, or local government contract within the past five (5) years.

v. Submit an affidavit signed by the Proposer, on the form provided in Appendix C, certifying that the Proposer, and its member firms (if any), agents, subcontractors and employees:

(1) Have not received any compensation for assisting TDOT in preparing this RFP;

(2) Have not communicated, and will not communicate, with any member of the RFP Selection Team or any employee or official of TDOT concerning the review or evaluation of any Proposal, except those TDOT employees who are specifically identified in the RFP as appropriate points of contact; and

(3) Have not offered or paid, and will not offer or pay, a contingency fee of any type that is directly tied to specific actions or work designed to help the Proposer obtain a contract through this RFP process.

B. Proposal Section

1. Project Management Team/Capability of the Proposer (40 Points Section Maximum)

i. Project Management Team

a. Provide a description of the composition of your project management team. If your team is a joint venture or association, indicate specific responsibilities of each member and firm of the team.

b. Provide job descriptions and responsibilities and authority for each working title. Identify and discuss the qualifications of the following Key Personnel:

Project Manager
Construction Manager
Cost Estimator
ABC Specialist
Up to two other persons that the Proposer considers as key to the success of the project

c. Present a brief discussion regarding how the team's qualifications and experience relate to this project. Include the following:

Qualifications and relevant individual experience of prime.
Unique knowledge of team members related to the project.
Commitment of time and availability of key staff members.
Length of time with the firm for each key team member.
Experience on similar projects as a team.

d. Provide a separate graphic organizational structure chart, complete with working titles, for the project management team during both the pre-construction phase and construction phase of the Project.

e. Provide resumes and two references for the Key Personnel and alternates for key positions in an appendix to the Statement of Interest (SOI)/Proposal.

f. Provide narrative describing how the proposed Key Personnel of the team will meet the stated project goals, including building a professional and collaborative Project Team.

g. Provide narrative describing succession planning for team stability and planning for any member of the Project Team that leaves during design or construction.

h. Identify all current office locations and the resident expertise intended to be provided under this RFP. Provide a description of the location of the staff for the performance of this contract, their expertise, and generic equipment that will be located in Tennessee that will act in support of the anticipated contract.

i. Evidence of Risk and Safety Performance: Provide the following information for each entity involved, covering the period 2010 to present:

Experience Modification Rates (EMR);
List of any OSHA/TOSHA citations received and for what;
List of any incidents that resulted in significant injury, loss of life, or major property damage.

ii. Project Team Capability

a. Prior Experience/Performance/References

Provide a list and description of previous experience relevant to this project, with owner and, if desired, architect/engineer references for each. TDOT may at its discretion contact references and/or conduct independent performance analysis on projects on which the firm has worked.

All references submitted shall be current for projects listed. References will be considered current if the party's name and position/title held at the time of the project for which the recommendation is being made are provided; telephone numbers must be current as of the date of the submittal of the proposal.

b. Project Background and Success

Select your three most relevant projects/programs and provide, at a minimum, the following:

The project/contract name.
Description of services provided.
Overall construction cost of project, as applicable, including initial contract value and final contract value and reasons for the difference.
Key personnel that were assigned to the project and their roles.
Reference(s) from Owner and, if applicable, Design Consultants.

2. <u>Project Approach</u>
(20 Points Section Maximum)

i. Project Goals

a. Your firm's understanding of the project goals listed in the RFP and your approach to maximizing the project goals.

ii. Project Approach

Provide a strategic project approach summary. It should:

a. Include discussion of your firm's approach in providing successful General Contracting services and how it applies to meeting TDOT's project goals. Consider discussing specific examples of your firm's processes such as estimates, progress reports, schedules, constructability reviews, value engineering studies, forms, cost savings, plan reviews, general conditions budgets, organizational structures, quality control, etc.

Provide a description of the construction work the Prime Contractor has the capability to self-perform, and work that will be done by subcontractors.

b. 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 and maintenance of traffic considerations, etc. Discuss the value of and types of multiple construction packages to expedite the project.

c. Provide a discussion of the schedule aspects of ABC, including pre-fabrication of construction components, implementation and maintenance of traffic considerations, and approaches to minimize exposure of construction to traffic on I-40, Charlotte Avenue, Johnson Street, Herman Street, and Clinton Avenue.

d. Provide a discussion of construction approaches to minimize impact of construction to traffic on –I-40, Charlotte Avenue, Johnson Street, Herman Street, and Clinton Avenue.

e. If desired, describe any additional unique resources and capabilities that your company will bring to the project and how these unique resources and capabilities will be beneficial in achieving the project goals.

f. Discuss the potential project challenges. Describe any project challenges that are anticipated by your company and how you plan to mitigate the risk of these challenges.

iii. Safety

a. Provide a discussion of your approach to maximize the safety of workers and the traveling public.

3. **Project Innovations**
(20 Points Section Maximum)

In conjunction with your team's Project Approach, your team may have some innovative ideas that may or may not meet the requirements of the RFP that could increase the likelihood for success. The Selection Team will consider how well your innovative ideas help balance the project goals. Please discuss these further as follows:

i. Describe various types of Accelerated Bridge Construction (ABC) that may be applicable to the project and how they could be employed on the project and their respective advantages and disadvantages.

ii. Describe any other specific technical or production innovations related to design or construction that may further improve reaching project goals.

iii. Describe impacts of the innovation(s) on time, cost, and quality.

Any innovations proposed will be expected to be used in design unless TDOT determines they are not in the best interest of the project.

4. **CM/GC Design Process**
(20 Points Section Maximum)

How you support the CM/GC process and the project goals is critical to the team's success. In the Project Approach you may have provided some response to this issue. This section is an opportunity to provide additional information related to the CM/GC Design Process.

i. **Risk Management**
The CM/GC process is intended to eliminate or reduce risk. Removing risk and adding innovation will reduce the cost of construction. Therefore, it is expected that bid items on CM/GC projects will be lower in cost than what is found in comparable design-bid-build projects.

In your response to the RFP, give an overall summary explanation on how you will identify, price, and mitigate risk through the formalized risk management

process that TDOT expects to use. How will you support the team during pre-construction and construction activities in achieving a cost at or below traditional projects? How will you provide input in assigning risk responsibility and developing the Risk Register? How will you track and document risk and its cost and schedule impacts?

Include a discussion of the impact of risk on price. Topics of discussion are listed in the bullets below.

- In the format indicated below, identify risks that would increase cost and the anticipated cost of that risk. It is expected that your submitted bid prices will include innovative cost savings and not include the cost of risk.

- Risk mitigation that you will apply to decrease the cost and the projected cost savings, including actions undertaken by your team during pre-construction to identify and minimize risk.

- Communication of the schedule and cost risk to the project team. Effect of schedule on costs.

- Use the table below to create a Risk Mitigation Matrix to identify key risks that affect project costs and schedule. Explain risk mitigation with probable cost and schedule savings.

Identified Risk	Probable Cost	Risk Mitigation Plan	Cost Savings to Project	Scheduled Impacts to Project (Days)

ii. **Decision Analysis and Resolution:** The Contractor's participation in the design effort should help to reduce errors and omissions, improve constructability, and reduce the cost of construction. Describe means and methods that will be used to support the design development and decision-making process in both the pre-construction and construction phases of the project. How will the proposed processes help TDOT decide which suggestions to use, and how will the benefits and cost savings of CM/GC be documented? How will you provide recommendations to achieve the CM/GC goal of zero unplanned change orders?

iii. **Cost Estimating and Open Cost Modeling:** Project estimating on CM/GC projects is a collaborative process where team members discuss and negotiate assumptions. These assumptions and prices are communicated to the design consultant, TDOT, and the Independent Cost Estimator (ICE) over the course of the project to ensure that the project meets the budget. Cost Models and OPCC estimates should be open book and transparent.

Describe the estimating process you will use to communicate the cost of each bid item and the cost of any risk. Explain how you will compare your cost to market conditions. How will you communicate assumptions, risk, and innovation to the designer and the ICE? Can your system produce a Schedule of Bid Items with items

from the current TDOT Bid Item Book (TDOT Bid Item Book located at: http://www.tdot.state.tn.us/construction

a. Provide a discussion of a Cost Model that you could use to communicate design decision choices, design elements, and construction packages to the project team. This model may include early procurement for long lead time items, early phasing for material and other independent contracts that may be accomplished before project design completion. Use tasks as a basis for developing a project cost model. This model will be used as part of the open-book estimating and collaboration throughout the design process, used to developed the Opinion of Probable Construction Cost (OPCC) at each design milestone, and the Guaranteed Maximum Price (GMP) Proposals. Consider providing an example Cost Model (not necessarily prepared specifically for this project.

b. In the discussion of the Cost Model, describe or provide an example of your approach to estimating project bid items with a Cost-Based or Force Account Analysis that includes labor, materials, and equipment.

c. Use the most current TDOT Cost Data and Item Code Books as references. GMP proposals are required to be compatible with these references. Items used in developing estimates and the GMP will be used for tracking and payment during the construction phase of this project.

iv. **Schedule Management:** Your contract will be with TDOT. The designer's contract is also with TDOT. Address how you will collaboratively integrate and optimize the construction schedule with the design schedule.

v. **Subcontractor Plan:** Provide a subcontractor selection and integration plan that describes your process for:

i. Soliciting reliable bids and making a selection;
ii. Ensuring the selection of high quality subcontractors that are competitively bid;
iii. Bringing market competitive pricing into the project;
iv. Identifying and developing quality small business opportunities on the project;
v. Ensuring that you will meet DBE goal(s); and
vi. Providing timely payments to all subcontractors.

3.3. EVALUATION CRITERIA FOR ORAL INTERVIEWS
(100 Points Total, 30% Overall Weight)

An oral interview will be a mandatory part of the selection process after the TDOT Selection Panel selects a short list of Proposers from their Statement of Interest (SOI)/Proposals.

The structure of the oral interview will be as follows:

A. **Presentation (35 Points) (15 minutes)**: Summarize the Proposal and describe the Contractor's innovation ideas and unique resources. This is the part of the

interview where the Proposer needs to communicate to the Selection Panel why it should be chosen. What strategies and abilities does the Proposer bring to this CM/GC project that makes it the best candidate? Limit the presentation to the most critical points of the Proposal and focus on what your team can bring to the table and why.

B. **Team Challenge (30 Points)**: The Proposer will be given project challenges to review and propose a course of action to address the elements in the problems. The Proposer will be given 15 minutes to prepare responses or solutions and 5 minutes to discuss responses and solutions to the Selection Panel. This challenge scoring will be determined by the following criteria:

i. Challenge Understanding
ii. Recognition of Key Points and Ideas
iii. Team Collaboration
iv. Communication Skills
v. Understanding of CM/GC Delivery Method, Context Sensitive Solutions, and ABC method
vi. Understanding of Project Goals

C. **Question and Answer Session with the Selection Panel (35 Points)**: The questions asked in this session will include both standard questions for all short-listed Proposers and specific questions relative to the Proposer's proposal and presentation. The interview presentation and question/answer scoring will be based on the following criteria:

i. Project Understanding
ii. Project Approach
iii. Project Innovation
iv. Communication Skills
v. Understanding of CMGC Delivery Method

3.4. EVALUATION CRITERIA FOR CM/GC FEE PERCENTAGE PROPOSAL (100 Points Possible, 20% Overall Weight)

1. CM/GC Fee Percentage – 100 Points

Proposers shall state their proposed CM/GC Fee, identified as a percentage and carried out to four decimal points (e.g. 0.0000%), which will be applied to all Construction Phases. The CM/GC Fee percentage shall include all profit, general and administrative ("G & A") costs, regional and home office overhead, and non-reimbursable costs identified in Appendix E. The CM/GC Fee Percentage Proposal will be based on the Fixed Range Limit of Construction Cost, which shall not exceed $55 million. The CM/GC Fee shall not change regardless of the final, negotiated amount of the GMP for the Construction Phases, including any Early Work.

The CM/GC Fee percentage breakdown shall show the breakdown of all components used in establishing the percentage. The intent of the CM/GC Fee is to define the cost and level of effort for the CM/GC to deliver the project within the GMP. The CM/GC Fee shall exclude all Proposer costs for risk related to performance of the construction work.

Risk will be priced into subcontracted amounts and negotiated into self-performed work, as part of the overall direct "Cost of the Work."

The CM/GC Fee Percentage score will be determined by comparing each Proposer's sealed CM/GC Fee percentage with the lowest CM/GC Fee percentage being equivalent to the maximum score of 100 points. To score each fee percentage, the Selection Panel will use the following example formula:

Scoring of the CM/GC Fee Percentage:
Example: Assume the lowest CM/GC Fee Percentage was 10%.

FIRM A: $\frac{10\%}{10\%}$ x 100 points = 100 points

FIRM B: $\frac{10\%}{12.5\%}$ x 100 points = 80 points

FIRM C: $\frac{10\%}{15\%}$ x 100 points = 67 points

The resulting score will be added to the individual Proposer's CM/GC Fee Proposal Form C that will be included in the sealed submittal.

SECTION 4 – SCOPE OF WORK AND CM/GC SERVICES

4.1. CM/GC SERVICES SCOPE OF WORK

A. Project Goals

This project is intended to achieve the following goals:

1. **Advance the knowledge, experience and cost efficiency of TDOT and the local construction industry in Accelerated Bridge Construction and CM/GC project delivery.**

2. **Replace the existing poor bridge structures, and improve traffic operations and safety along I-40 within the project budget.**

   Note: TDOT and its Design Consultant will be primarily responsible for the design of the project to meet the goal of improving traffic operations and safety of the completed project.

3. **Accelerate delivery of the construction schedule and obtain final project acceptance no later than October 15, 2015.**

4. **Minimize inconvenience to the traveling public, and maximize safety of workers and the traveling public.**

5. **Facilitate a collaborative partnership with all of the members of the project team and the stakeholders.**

6. **Provide a high quality design and construction.**

7. Provide a well-publicized, highly successful Accelerated Bridge Construction project.

   Note: TDOT will be primarily responsible for public involvement and public relations. The Contractor will provide support for the public involvement and public relations effort.

B. Work Duration

The time period for the work described in this scope is approximately 141 calendar days for design and 230 calendar days for construction.

C. Work Product and Work Product Completion

The Contractor shall provide the work product and deliverables as described in Section 4.1.E Scope of Work. All submittals, reports, and reviews must be accepted by the TDOT Contract Administrator or designee.

D. Additional Project Information

Additional information regarding this project is available from the documents provided on the project website at http://www.tdot.state.tn.us/construction/

E. Scope of Work

This draft scope of work has been reviewed by TDOT and reflects a plan of approach based on the known goals. One factor determining the selection of CM/GC is the ability of the Contractor to analyze the project goals, evaluate the work elements, and formulate a proposal. This process may produce new approaches or modification to the project work elements. Because of that, all Proposers should be aware that the final scope of work for a project will be produced with input from the selected Design Consultant and the selected Contractor.

The Contractor will be part of the design team. As part of the design team, the Contractor will provide input on schedule, phasing, constructability, material availability, and cost throughout the design phase of the project. The Contractor tasks during the design phase include:

1. The Contractor shall attend the initial project workshop. The Contractor shall be introduced to the project, the stakeholders, specialty groups, the TDOT Project Team, and the Design Consultant. This workshop includes the following tasks:

Task No.	Workshop Goals and Tasks
1	Introduction to the project, CM/GC, partnering session and the project stakeholders.
2	Project status, goals, objectives, funding, preliminary schedule, etc.
3	Presentation of project elements and scope.
4	Identifying project risks and developing an initial risk management plan.
5	Review of relevant plans, specifications, and reports.
6	Project site and equipment tour.
7	Schedule bi-weekly project meetings, Field Inspection Review (FIR), and Final Office Review (FOR).
8	Establish Communication and Document Control Plan.
9	Question and Answer Session.

2. The Contractor will provide the following reporting and billing:

   i. Coordination: Coordination of all contract activities will be conducted by the TDOT/PM. The CMGC/PM shall keep regular contact with the C/PM and the TDOT/PM on a weekly basis.

   ii. Periodic Reports and Billings: Includes the periodic reports and billings required by TDOT.

   iii. General Reports and Submittals: In general, all reports and submittals must be approved by TDOT prior to their content being used in a follow-up work effort.

3. The Contractor shall partner with the Design Consultant, and the TDOT Leadership Team, as part of the design team. As part of the design team, the Contractor will provide input on schedule, phasing, constructability, materials and equipment availability, cost, etc.

4. The Contractor shall be required to attend the meetings and produce the deliverables at the milestones described in the following table:

Task	Work Product Short Description	Unit	Total Estimated Quantity	Project Workshop	30% PS&E (FIR)	50% PS&E	70% PS&E	90% PS&E (FOR)	100% PS&E Or GMP	Misc.
1	As-Built, Current Design, and Site Conditions Review	EA	**1**	1						
2	Attend Project Scoping Workshop	EA	**1**	1						
3	Weekly Team Meetings	EA	**18**							
4	Milestone Meetings	EA	**4**		1	1	1	1		
5	GMP Negotiation Meetings	EA	**3**							
6	Project Action Team Meetings	EA	4		1	1	1	1		
7	Constructability Reports	EA	**3**				1	2		
8	Value Engineering Workshop, Review, and Report	EA	2		1	1				
9	Procurement Review	EA	**2**							
10	Contracting and Diversity Plan	EA	**2**						2	
11	Baseline Construction Schedule and Phasing	EA	**3**			1	1	1		
12	Risk Management Plan including Risk Register and Assessment Update	EA	**3**			1	1	1		
13	Innovation Tracking and Performance Report	EA	**1**						1	
14	Material Sourcing Plan	EA	**2**				1	1		
15	Quality Control Plan	EA	**1**						1	
16	Worker and Public Safety Plan	EA	**1**					1		
17	Site Specific Work Plans (MHT and Safety Critical)	EA	**2**					1	1	
18*	Written Reviews and Redline Reviews of PS&E Packages	EA	**2**							
19	OPCC Cost Estimates	EA	**3**			1	1	1		
20*	Construction GMP	EA	**3**							

*Task Notes:

Task 18:

The Contractor shall be required to provide written reviews or reports and details/redlines of PS&E Packages. The Contractor shall thoroughly review all plans, specifications, reports, diagrams, shop drawings, and all other necessary project documentation. The Contractor shall independently calculate quantities of the construction package. The Design Consultant will also calculate quantities as part of the design process. Comments should be related to constructability, clarifications, design errors or omissions, effect on schedule, effect on cost, risk identification, or value engineer suggestions/recommendations.

Task 20:

The CM/GC will submit a GMP proposal when both the Contractor and TDOT agree the design has progressed to the appropriate level. If determination of the GMP for construction and the schedule are not successful, TDOT reserves the right to terminate the CM/GC Contract and advertise the project for contract under the standard low-bid procurement process. In this case, the Contractor shall be compensated for its pre-construction services and TDOT will have no further obligations to the Contractor. The Contractor shall submit GMP proposals and Electronic Bid Submittals (EBS) at the scheduled GMP proposal meetings.

5. TDOT may request the Contractor to submit a bid on early construction packages or for the acquisition of long lead items.

6. The Contractor shall ensure all environmental, safety, and permit commitments that are specified in the plans, specifications, and contract documents are implemented during construction if GMP proposals are accepted by TDOT.

4.2. ROLES AND RESPONSIBILITIES MATRIX

The matrix is intended to establish the roles and responsibilities for the pre-construction phase tasks listed below, in accordance with the forms and conditions contained herein, and the applicable TDOT standards.

The following activities of communication, consensus building, project team reviews, conceptual design, data gathering, documentation, and formal public notice should be planned by the appropriate responsible party and coordinated with all team members. The time of their accomplishment will overlap, and parallel paths of activity should be planned to finish the development phase in accordance with the shortest possible schedule. The type and number of meetings, documents, etc., will depend on the category and characteristics of the project work. A proposal shall be developed by the Contractor which satisfies the requirements of the project development. This plan must be approved by the Contract Administrator before starting the work.

PRE-CONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF TDOT/OTHERS
PHASE: PRE-CONSTRUCTION			
INITIAL PROJECT SCOPING MEETING (WORKSHOP)			
A. CM/GC AND PARTNERING INTRO SESSION	**C**	**C**	**C**
B. PROJECT SITE VISIT AND INSPECTION	**C**	**C**	**C**
C. PROJECT STATUS, GOALS, ELEMENTS, OBJECTIVES, DESIGN SCHEDULE REVIEW	**C**	**C**	**C**
D. INDENTIFY PROJECT RISKS AND DEVELOP INITIAL RISK MANAGEMENT PLAN AND RISK REGISTER	**1**	**2**	**2**
E. REVIEW APPLICABLE ENVIRONMENTAL DOCUMENTS (ROD, FONSI, ETC.)		**1**	**2**
F. INDEPENDENT DESIGN AND AS-BUILT REVIEW	**1**	**2**	***2***
G. DEVELOP PROJECT SCHEDULE AND TASKS	**C**	**C**	**C**
H. SCHEDULE BI-WEEKLY PROGRESS, FIR, FOR, AND MILESTONES MEETINGS		**2**	**1**
I. IDENTIFY DESIGN CRITERIA		**1**	**2**
J. DISCUSSION OF POSSIBLE EARLY DELIVERY AND LONG LEAD TIME ITEMS	**C**	C	C
K. ANALYSIS OF PROJECT PHASING AND MULTIPLE PS&E PACKAGES	**1**	**2**	**2**
L. DEVELOP DOCUMENT REVIEW AND NAMING CONVENTION STANDARDS			**1**
L. QUESTION AND ANSWER SESSION	**C**	**C**	**C**
PROGRESS MEETINGS			
A. TDOT/PM, C/PM, CMGC/PM	**C**	**C**	**C**
B. PROJECT MEETING MINUTES	**2**	**1**	**2**

The managers and team members will meet periodically as required (typically at two-week intervals). These progress meetings will be used to coordinate and track the work effort and resolve problems. The meetings will review the following:

Activities required to be complete since last meeting (Action Items)
Problems and challenges encountered/anticipated and potential solutions
Project Schedule Updates (Design and Construction)
Action Items
Coordination and communication required with:

- Team Members
- TDOT Specialty Units
- Other

The TDOT/PM will provide meeting minutes that include details discussed, notes, and all action items relating to the meeting within one week of the meeting.

LEGEND: C = COLLABORATIVE RESPONSIBILITY, 1 = PRIMARY RESPONSIBILITY, 2 = SECONDARY RESPONSIBILITY

PRE-CONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF TDOT/OTHERS
PHASE: PRE-CONSTRUCTION			
1. PROJECT DEVELOPMENT PROCESS			
Project Management	**2**	**2**	**1**
The TDOT/PM will coordinate all the work tasks being accomplished by all parties to ensure project work completion stages are on schedule. The C/PM and CMGC/PM shall coordinate all the work tasks being accomplished by their respective teams to make sure project work completion stages are on schedule.			
Communication and Consensus Building	**2**	**2**	**1**
The TDOT/PM is responsible for the consensus building and facilitating the communication between all members of the project team. This does not dismiss the responsibility of all team members to communicate with the TDOT/PM and the TDOT Project Management Team when required.			
Maintain Updated Contact List		**1**	
Establish and maintain a computerized list of all appropriate interested parties for the communication process. The list will be used for notices regarding public meetings, mailings, newsletters, or other communication as appropriate.			
2. MEETINGS			
Graphics support and presentations	**2**	**1**	**2**
Each project team member is responsible for the graphics, documents, reports, plans, specifications, and written reviews from each specific scope of work item. Presentation of these documents and their reviews will be available on the shared project server after the meeting has been adjourned.			
Provide Local Office			**1**
The TDOT/PM will obtain and maintain an office within the project area to conduct small group meetings and provide displays/information to the public. This office may have work spaces for project team members, meeting rooms with graphics support and capacity for the entire team to attend. Additional offices or meeting spaces may be considered at the Project Workshop.			
PM Updates on Progress	**2**	**2**	**1**
The TDOT/PM, CMGC/PM, and the C/PM will all update the team members at the scheduled meetings as to their progress on deliverables, challenges, and the feedback/comments they need.			
Project Discussion	**2**	**2**	**1**
The team members need to come prepared to discuss any and all reservations, ideas, and challenges to the project. Open and honest dialogue is the key to the success of project delivery.			

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PRE-CONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF TDOT/OTHERS
PHASE: PRE-CONSTRUCTION			
2. PRELIMINARY DESIGN			
Preliminary Roadway, Geometric, Structural, Environmental, SWMP, etc. Design	**2**	**1**	**2**
TDOT/PM will coordinate all design activities with required TDOT specialty units, the Contractor, the Design Consultant, and other outside entities. Design Consultant is responsible for the civil and structural design, plans, specifications, and estimate packages at each formal review.			
Environmental - gathering data, analysis, and mitigation development		**2**	**1**
Environmental clearances		**2**	**1**
ROW, specialty, and local clearances		**2**	**1**
Hazardous material investigation		**2**	**1**
TDOT processes (forms, clearances)		**2**	**1**
Utility coordination	**2**	**2**	**1**
Conduct field survey of project area		**1**	**2**
Field and project research		**1**	**2**
Hazardous material investigation		**2**	**1**
Field survey and existing feature development		**1**	**2**
Construction requirements	**1**	**2**	**2**
Innovation development, proposal, and tracking	**C**	**C**	**C**
Check and field verify all applicable as-built plans	**2**	**1**	**2**
Provide construction plans, specifications, and estimates		**1**	
Plot/develop all required information on the plans in accordance with all applicable TDOT policies and procedures and all industry standards for civil, electrical, ITS, and structural design.			
Develop construction cost model for Engineer Estimator and ICE	**1**	**2**	**2**
Develop and calculate quantities	**2**	**1**	**2**
Risk Register development	**1**	**2**	**2**
Initiate and Track DBE and Subcontractor Plan	**2**	**2**	**1**
Constructability reviews and reports	**1**	**2**	**2**
Construction Phasing Plan	**1**	**2**	**2**
Value Engineering proposals			

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PRE-CONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF TDOT/OTHERS
PHASE: PRE-CONSTRUCTION			
Cost savings reviews	1	2	2
Preliminary construction schedule	1	2	2
Long lead time GMP submissions and proposals	1		
Long lead time negotiations	1		
Long lead time item procurement	1		
Opinion of probable construction cost Estimate #1	1	2	2
FIR (Field Inspection Review) Preparation			
Coordinate, complete, and compile the plans with input from other branches: Materials, Hydraulics, Environmental, Traffic, Right-of-Way, Maintenance, Safety, and Structures, if applicable.		1	2
The FIR plans and specifications shall comply with TDOT requirements and shall include: title sheet, typical sections, general notes, plan/profile sheets, and preliminary layouts.		1	2
The plans shall be submitted to the TDOT/PM and the CMGC/PM for preliminary review at least two weeks prior to the FIR.		1	2
The plans will be reproduced by TDOT or the Consultant.		1	2
Prepare the Engineer's Estimate for work described in the FIR plans based on estimate quantities.		2	1
Prepare the FIR Opinion of Probable Construction Cost (OPCC #1)	1	2	2
TDOT Form 1048 – Project Scoping Procedures Completion		1	2
Field Inspection Review Meeting			
Review FIR PS&E package and provide written reviews, comments, and redlines.		C	C
Attend the FIR.		C	C
Provide post-FIR revisions and memo.		1	2
Provide list of all deviations from the standard design criteria and written justification for each.		1	2
Update DBE and Subcontractor Plan.			1
Update Risk Register and Cost Model.	1	2	2

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PRE-CONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF TDOT/OTHERS
PHASE: PRE-CONSTRUCTION			
Final Roadway, Geometric, Structural, Environmental, SWMP, etc. Design			
TDOT/PM will coordinate all design activities with required TDOT specialty units, the Contractor, the Design Consultant, and other outside entities. Design Consultant is responsible for the civil and structural design, plans, specifications, and estimate packages at each formal review.			
Environmental - gathering data, analysis, and mitigation development		**2**	**1**
Final environmental clearances		**1**	**2**
Final environmental permits		**1**	**2**
ROW, specialty, and local clearances		**2**	***1***
Final utility coordination	2	**2**	**1**
Develop and calculate final quantities	**2**	**1**	**2**
TDOT processes (forms, clearances)		**2**	**1**
Update Risk Register, formal risk assessment meeting	**1**	**2**	**2**
Constructability reviews and reports	**1**	**2**	**2**
Construction Phasing Plan	**1**	**2**	**2**
Value Engineering proposals			
Final construction requirements	**C**	**C**	**C**
Innovation development, proposal, and tracking	**C**	**C**	**C**
Cost Savings reviews	**C**	**C**	**C**
Final Office Review (FOR) Construction Schedule	**1**	**2**	**2**
Long lead time GMP submissions and proposals	**1**		
Long lead time negotiations	**1**		
Long lead time item procurement	**1**		
Opinion of Probable Construction Cost Estimate #2	**1**	**2**	**2**
Provide FOR level construction plans, specifications, and estimates	**2**	**1**	**2**

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PRE-CONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF TDOT/OTHERS
PHASE: PRE-CONSTRUCTION			
Develop and calculate final quantities	**2**	**1**	**2**
FOR (Final Office Review) Preparation			
Coordinate, complete, and compile the FOR plans with input from other branches: Materials, Hydraulics, Environmental, Traffic, Right-of-Way, Maintenance, Safety, and Structures, if applicable.	**2**	**1**	**2**
The FOR plans and specifications shall comply with TDOT requirements and shall include: title sheet, typical sections, general notes, plan/profile sheets, and preliminary layouts.	**2**	**1**	***2***
The plans shall be submitted to the TDOT/PM and the CMGC/PM for preliminary review at least two weeks prior to the FOR.	**2**	**1**	**2**
The FOR plans will be reproduced by TDOT or the Consultant.		**1**	
Prepare the Engineer's Estimate for work described in the FOR plans based on estimate quantities.		**2**	**1**
Prepare the FOR Opinion of Probable Construction Cost (OPCC #2)	**1**		
FOR (Final Office Review) Meeting			
Review FOR PS&E package and provide written reviews, comments, and redlines.	**2**	**2**	**1**
Attend the FOR meeting.	**C**	**C**	**C**
Post-FOR revisions and memo	**2**	**1**	**2**
Provide list of all deviations from the standard design criteria and written justification for each.	**2**	**1**	**2**
Provide a FOR Construction Plan.	**1**	**2**	**2**
Obtain final environmental and access permits.	**2**	**2**	**1**
Finalize construction cost model for Engineer Estimator and ICE.	**1**	**2**	**2**
Update DBE and Subcontractor Plan.			**1**
Update Risk Register.	**1**	**2**	**2**

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PRE-CONSTRUCTION ROLES AND RESPONSIBILITIES MATRIX - CONTINUED

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CONTRACTOR	REQUIRED OF DESIGN CONSULTANT	REQUIRED OF TDOT/ OTHERS
PHASE: PRE-CONSTRUCTION			
GMP Proposal and Negotiations	**C**	**C**	**C**
Notify TDOT/PM at a point where GMP proposals can be sufficiently prepared.	**1**		
Supply cost model and assumptions to ICE and Engineer Estimate.	**1**		
Supply EBS to CM/GC Contractor.	**2**	**2**	***1***
Prepare and submit construction GMP proposals.	**1**		
Procure independent cost estimate.		**2**	**1**
Submit an electronic EBS to the TDOT/PM for each phase.	**1**		
Review the construction GMP proposals and compare to Engineer's Estimate and ICE estimate.		**1**	**2**
Negotiate final GMPs for each phase.	**C**	**C**	**C**
TDOT anticipates no more than three attempts to negotiate assumptions and prepare GMP proposals. TDOT reserves the right at any time to prepare the bid package for advertisement under low-bid procurement procedures.			

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APPENDICES

APPENDIX A: SAMPLE CM/GC SERVICES CONTRACT

A template of the CM/GC services contract will be available on the project website at http://www.tdot.state.tn.us/construction/CMGCI40_details.htm

APPENDIX B: CM/GC PROCESS FOR CONSTRUCTION

DESIGNER AND CONTRACTOR DESIGN PROJECT

The selected Contractor will be awarded a consulting contract, prepared and administered by the Department. The cost of the contract will be based upon negotiated unit rates for key personnel and support staff identified on the project team that will participate on the project. The requirements will be identified in the contract (further outlined in Section 4 – Scope of Work and CM/GC Services). These requirements can include, but are not limited to:

Constructability reviews of the design.
Assistance in shaping the project scope of work to the available budget.
Assistance in improving project schedule.
Provide detailed cost estimates and cost estimate breakdowns of elements of the work as the design is developed using open-book methods.
Design reviews to ensure that the package is complete and without ambiguity.
Finding design errors.

CONTRACTOR SUBMITS BID FOR PROJECT (EARLY PROCUREMENT)

The Contractor may be asked to procure long lead materials such as bridge girders, retaining wall panels, piling, and other materials that may be in short supply or require longer than desired lead times from purchase to delivery. The Department may also procure through the Contractor such services as pavement cores, pipe videos, potholes, or other investigations to facilitate the design. TDOT may choose to exercise this option if the early procurement saves significant construction time, money, or avoids potential delays once the project begins.

If TDOT elects to use this early procurement option, it proceeds as follows:

The Contractor will prepare a bid to supply the item(s), including all other costs associated with the procurement (such as transportation, storage, etc.). The bid is only for purchased items and should not include mobilization for construction or other unrelated costs.
TDOT will evaluate the scope of work for DBE participation opportunities and set a goal in accordance therewith.
The Contractor will submit the bid through the TDOT Electronic Bid System (EBS). TDOT will secure an independent cost estimate for the item(s). Upon opening the Contractor's bid, TDOT will determine the acceptability of the bid by comparing it to state averages, similar projects, the independent cost estimate, and the Department engineer's estimate. The Department's estimate and the ICE estimate will remain confidential. TDOT will evaluate the bid to determine if the Contractor's proposed GMP is within 10% of the Department's estimate or the ICE estimate and is otherwise acceptable.

If the DBE goal is greater than zero, within three (3) business days from the time of bid the Contractor will be required to submit commitments to DBE participants sufficient to meet the goal and/or demonstrate good faith efforts to meet the goal.

If the prices are acceptable, TDOT will prepare a construction contract for this portion of the work. If a previous construction contract had been entered into, a separate contract may be prepared, or the work may be added to that contract by supplemental agreement at the discretion of TDOT.

If the prices are not acceptable, TDOT may enter into a process of risk identification that identifies price differences between the Contractor's bid, the Department's estimate, and the Independent Cost Estimate. Following the resolution of these risk issues, the items may be re-bid. If this is not successful, TDOT has the option to procure the items later as part of the bid process for the construction project or by some other method. The construction contract is prepared and executed to cover only the defined procurement services. Site preparation to support the procurement or additional procurement services may be made a part of this contract.

CONTRACTOR SUBMITS BID FOR PROJECT (EARLY CONSTRUCTION CONTRACT)

If time and/or money can be saved by allowing the Contractor to start initial work prior to the completion of the total design package, TDOT may ask the Contractor to prepare a lump sum or unit cost bid for all or a portion of the work.

If TDOT elects to use this contracting option, it proceeds as follows:

TDOT and the Contractor will agree upon a scope of work to accomplish in this phase of the contract. The agreement may take the form of a set of plans or it may consist of something less formal such as sketches, drawings, or written descriptions. Both parties must agree that the scope of work is clear and unambiguous.

TDOT will evaluate the scope of work for DBE participation opportunities and set a goal in accordance therewith.

The Contractor will prepare a bid to perform the agreed to scope of work. The bid will be based on the estimating model and the most recent OPCC for the agreed scope of work.

The Contractor will submit the bid through EBS. TDOT will secure an independent cost estimate for the work. Upon opening the Contractor's bid, TDOT will determine the acceptability of the bid by comparing it to state averages, similar projects, the independent cost estimate, and the Department engineer's estimate. The Department's estimate and the ICE estimate will remain confidential. TDOT will evaluate the bid to determine if the Contractor's proposed GMP is within 10% of the Department's Estimate or the ICE estimate and is otherwise acceptable.

If the DBE goal is greater than zero, at the time of bid the Contractor will be required to submit commitments to DBE participants sufficient to meet the goal and/or demonstrate good faith efforts to meet the goal.

If the prices are acceptable, TDOT will prepare a construction contract for this portion of the work. If a previous construction contract had been entered into, a separate contract may be prepared, or the work may be added to that contract by supplemental agreement at the discretion of TDOT.

If the prices are not acceptable, TDOT may enter into a process of risk identification that identifies price differences between the Contractor's bid, the Department's estimate, and the Independent Cost Estimate. Following the resolution of these risk issues, the work may be re-bid. TDOT has the option to accept the revised price, if within 10% of the Department's estimate or the ICE estimate, to procure the items of Work later as part of the bid process for the final construction project, or to terminate the CM/GC process and procure the construction project by some other method.

CONTRACTOR SUBMITS BID FOR PROJECT (DESIGN IS COMPLETE)

When TDOT, the designer, and the Contractor agree that the project has been designed to a sufficient level of detail to allow the Contractor to accurately bid the project, the following procedure will be used:

The designer will produce a set of plans and specifications showing all work to be accomplished. The plans will also show all work accomplished under any previous Early Construction packages.

TDOT will evaluate the scope of work for DBE participation opportunities and set a goal in accordance therewith.

The Contractor will prepare a bid to perform the work shown. The bid will be based on the estimating model and the most recent OPCC for the agreed scope of work.

The Contractor will submit the bid through EBS. TDOT will secure an independent cost estimate for the work. Upon opening the Contractor's bid, TDOT will determine the acceptability of the bid by comparing it to state averages, similar projects, the independent cost estimate, and the Department engineer's estimate. The Department's estimate and the ICE estimate will remain confidential. TDOT will evaluate the bid to determine if the Contractor's proposed GMP is within 10% of the Department's estimate or the ICE estimate and is otherwise acceptable. If it is, the Department will prepare an Early Work Amendment for execution and performance by the Contractor.

If the DBE goal is greater than zero, within three (3) business days from the time of bid the Contractor will be required to submit commitments to DBE participants sufficient to meet the goal and/or demonstrate good faith
efforts to meet the goal.

If the prices are acceptable, TDOT will prepare a construction contract. If a previous construction contract had been entered into, a separate contract may be prepared, or the work may be added to that contract by supplemental agreement at the discretion of TDOT.

If the prices are not acceptable, TDOT will enter into a process of risk identification that identifies price differences between the Contractor's bid, the Department's estimate, and the Independent Cost Estimate. Following the resolution of these risk issues, the project may be re-bid. TDOT has the option to accept the revised price if within 10% of the Department's estimate or the ICE estimate, or to terminate the CM/GC process and procure the construction Project by some other method.

CONTRACTOR BUILDS PROJECT

From this point forward, the work proceeds in the same manner as a design-bid-build project as per the negotiated contract.

APPENDIX C: AFFIDAVITS, ACKNOWLEDGEMENT AND ATTESTATION FORMS

AFFIDAVIT REGARDING PROHIBITED COMMUNICATIONS, CONTINGENCY FEES AND CONFLICTS OF INTEREST

SUBJECT RFP PROJECT NUMBER:	
PROPOSER LEGAL ENTITY NAME:	

The Proposer, identified above, does hereby attest, certify, warrant, and assure that the Proposer, and its member firms (if any), agents, subcontractors or employees:

(1) Have not communicated, and will not communicate, with any employee or official of the Tennessee Department of Transportation, or with any member of the Selection Team for this RFP, concerning the review or evaluation of any Proposal, except those Tennessee Department of Transportation employees who are specifically identified in the RFP as appropriate points of contact;

(2) Have not offered or paid, and will not offer or pay, a contingency fee of any type that is directly tied to specific actions or work designed to help the Proposer obtain a contract through this RFP process; and

(3) Have not received any compensation for assisting the Tennessee Department of Transportation in preparing this RFP.

PROPOSER SIGNATURE

NOTICE: This affidavit MUST be signed by an individual empowered to contractually bind the Proposer. If said individual is not the chief executive or president, this document shall attach evidence showing the individual's authority to contractually bind the Proposer.

PRINTED NAME AND TITLE OF SIGNATORY

STATE OF TENNESSEE

COUNTY OF _____

Personally appeared before me, _____ [name of authorized signatory for the Proposer identified above], with whom I am personally acquainted, and who acknowledged that the statements contained in this affidavit are true to the best of his knowledge, information and belief.

Witness my hand, at office, this _____ day of _____, 2014.

_____

NOTARY PUBLIC

My Commission Expires: _____

ACKNOWLEDGEMENT AND ATTESTATION FORM (PARTNERSHIPS FORM)

Date: _____
Page 1 of 1

By responding to this RFP, the Respondent(s) certify that he/she has reviewed the Construction Management/General Contractor Sample Contract, and its Exhibits contained herein, and are familiar with their terms and conditions and find them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on _____at _____,
Date City

_____, State of _____
County State

1) _____
Partner Signature

Typed Name: _____

2) _____
Partner Signature

Typed Name: _____

Notary: _____ _____
Notary Signature Date

Commission Expires: _____

Note: Add additional signature if there are more than two partners.

ACKNOWLEDGEMENT AND ATTESTATION FORM (JOINT VENTURE FORM)

Date: _____
Page 1 of 1

By responding to this RFP, the Respondent(s) certify that he/she has reviewed the Construction Management/General Contractor Sample Contract, and its Exhibits contained herein, and are familiar with their terms and conditions and find them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on _____at _____,
Date City

_____, State of _____.
County State

1) _____ _____ _____
Venture Partner Binding Signature Date

Typed Name: _____

Title: _____

Type of Business _____

_____ _____
Witness Date

Typed Name: _____

2) _____ _____ _____
Venture Partner Binding Signature Date

Typed Name: _____

Title: _____

Type of Business _____

_____ _____
Witness Date

Typed Name: _____

1. Add additional venture partners as necessary.
2. Witnesses of venture partners shall be corporate secretary for corporations, partners for partnerships, and notaries for sole proprietorships.
3. Please attach joint venture agreement.
4. Type of business shall identify the venture partner as a corporation, venture, partnership, sole proprietorship, or other legal entity.

ACKNOWLEDGEMENT AND ATTESTATION FORM (CORPORATE FORM)

Date: _____
Page 1 of 1

By responding to this RFP, the Respondent(s) certify that he/she has reviewed the Construction Management/General Contractor Sample Contract, and its Exhibits contained herein, and are familiar with their terms and conditions and find them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on _____at _____,
Date City

_____, State of _____.
County State

_____ _____
Corporate Officer Signature Date

_____ _____
Secretary Date

Note: Use full corporate name and attach corporate seal here.

(SEAL)

ACKNOWLEDGEMENT AND ATTESTATION FORM (SOLE PROPRIETORSHIP FORM)

Date: _____
Page 1 of 1

By responding to this RFP, the Respondent(s) certify that he/she has reviewed the Construction Management/General Contractor Sample Contract, and its Exhibits contained herein, and are familiar with their terms and conditions and find them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on _____at _____,
Date City

_____, State of _____.
County State

_____ _____
Respondent Date

Typed Name: _____

Notary: _____ _____
Date

Commission Expires: _____

APPENDIX D: EVALUATION AND CM/GC FEE PROPOSAL FORMS

PROPOSAL, ORAL INTERVIEW EVALUATION SCORING NOTES:

i. TDOT has developed a CM/GC Selection Panel Scoring Guide to promote objectivity and transparency. Selection Panel Members are required to read and follow all scoring guidelines.

ii. Agencies are encouraged to include additional criteria that reflect the unique characteristics of the project under each category to help determine the submitter's overall qualifications.

iii. Weights are to be assigned prior to evaluation and are to be consistent on all evaluation forms.

iv. Selection Panel scoring values will be only numbers in whole number increments evenly divisible by 5 (e.g., 75, 50, 25, etc.). Scoring for the SOI/Proposal and Oral Interview Criteria form will be based on the following Qualitative Assessment Guidelines, which will be applied to all sections except the CM/GC Pre-Construction Fee and the CM/GC Management Fee.

Qualitative Assessment Guidelines	
Selection 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 in this Evaluation Manual and assign those sub-factors a Qualitative Assessment Percentage according to the scoring range listed below:	
90-100%	The Proposer demonstrates a complete understanding of the subject and an approach that significantly exceeds the stated requirements and objectives of this scoring category. The proposal communicates an outstanding level of quality. The Proposer's qualifications are exceptional. Proposal shows no weaknesses or deficiencies for this scoring category.
70-89%	The Proposer demonstrates a strong understanding and has a strong approach to the scoring category. The proposal communicates a high level of quality and the proposal exceeds the stated requirements of the RFP. The proposal shows few weaknesses or deficiencies for this scoring category.
40-69%	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 and meets the stated requirements of the RFP.
20-39%	The Proposer has demonstrated a below average understanding of this scoring category and their response contains significant weaknesses and deficiencies. The proposal communicates a below-average level of quality. The Proposer's qualifications raise questions about the Proposer's ability to successfully meet the project goals.
0-19%	The Proposer has demonstrated a minimal understanding of this scoring category and their response contains numerous weaknesses and deficiencies. The proposal demonstrates little or no level of quality or value. The Proposer's qualifications raise questions about the Proposer's ability to successfully meet the project goals.

CM/GC MANAGEMENT PRICE PERCENTAGE PROPOSAL EVALUATION SCORING NOTES:

1. Determine score for each Proposer's sealed CM/GC Management Price Proposal. The maximum point total for this section is 100 points maximum with an overall total weight of 20%.

   A. CM/GC Fee — 100 Points Maximum

   Must include all supporting information required in Section 3.4 and on Form C. CM/GC Management Price Percentage Scoring information is described in Section 3.4 of this RFP.

TOTAL SCORING EVALUATION SCORING NOTES:

1. The maximum point total for each of four evaluation sections is 100 points weighted by the following factors:

Section:	Weight	Appendix D
SOI/Proposal	50%	(Scoring Form A)
Interview	30%	(Scoring Form B)
CM/GC Fee Proposal	20%	(Scoring Form C)
Final Scoring Matrix	Total	(Scoring Form D)

2. The Proposer with the highest total score will be recommended for selection. The score from the qualitative evaluations from all Selection Panel Members, excluding Selection Panel Members giving the highest and lowest scores, respectively, for each Proposal, will be averaged to produce the total overall score for each Proposer.

TENNESSEE DEPARTMENT OF TRANSPORTATION
SCORING FORM A: STATEMENT OF INTEREST/PROPOSAL EVALUATION FORM
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Name of Firm: _____ Name of Project: _____
Evaluator No: _____ Date: _____

RFP Reference: Meets Minimum Requirements YES ___ NO ___
If the minimum requirements (including letter from surety) have not been met, specify the reason(s):

_____

_____

		Rating		Weight		Score
1	**Project Management Team/Capability of the Contractor - 40 Points Maximum**					
	Project Management Team					
	Composition of Team/Location/Organization		x	0.04	=	
	Job Descriptions and Responsibilities		x	0.01	=	
	Qualifications and Experience		x	0.04	=	
	Team Building and Collaboration		x	0.04	=	
	References		x	0.02	=	
	Project Team Capability					
	Prior Experience/Performance/References		x	0.10	=	
	Project Background and Success		x	0.10	=	
	Local Experience		x	0.05	=	
2.	**Project Approach - 20 Points Maximum**					
	Project Goals	Rating		Weight		Score
	Firm Understands Project Goals		x	0.05	=	
	Project Approach					
	Strategic Project Approach		x	0.10	=	
	Safety		x	0.05	=	
3	**Project Innovations – 20 Points Maximum**	Rating		Weight		Score
			x	0.20	=	
4	**CM/GC Design Process – 20 Points Maximum**	Rating		Weight		Score
	Risk Management			0.05	=	
	Decision Analysis and Resolution		x	0.04	=	
	Cost Estimating		x	0.05	=	
	Schedule Management		x	0.03	=	
	Subcontractor Plan		x	0.03	=	

TOTAL SCORE: (100 Points Maximum) _____ **(A)**

Weight Overall Score: 50% X _____(A) = _____

TENNESSEE DEPARTMENT OF TRANSPORTATION
SCORING FORM B: ORAL INTERVIEWS STANDARD EVALUATION FORM
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Name of Firm: _____

Name of Project: _____

Evaluator: _____ Date: _____

Oral Interview Section **100 Points Maximum, 30% Overall Weight**

Oral Interview Scoring Criteria	Rating	Weight		Score
Presentation Session		.35	=	
Team Challenge		.30		
Question and Answer Session		.35	=	
		Total Score		

TOTAL SCORE: (100 points Maximum)				
Overall Weighted Score		X	30%	=

Team Project Challenge(s):

1.

2.

Questions Asked:

1.

2.

3.

4.

5.

6.

TENNESSEE DEPARTMENT OF TRANSPORTATION
FORM C: CM/GC FEE PERCENTAGE PROPOSAL FORM
CONSTRUCTION MANAGER/GENERAL CONTRACTING SERVICES

_____ _____ _____
Date Project Number Project Title

Firm Name: _____ Acknowledge receipt of Addendums No.___ No.___ No.___

CM/GC Fee Percentage Proposal Section 100 Points Maximum, 20% Overall Weight
For instructions, requirements, and scoring for the CM/GC Fee Percentage see Section 3.4. This form only requires CM/GC Fee Percentage.

1. CM/GC Fee Percentage (100 Points Maximum) [%]
(Contractor Required Input Above)

Normalized: [ ] X [100] = [ ]

***Note: Scoring calculation will be conducted by the Selection Panel. See Section 3.4 and Appendix E for instructions.**

TOTAL SCORE: (100 points Maximum) [ ]

Overall Weighted Score [ ] **x** [**20%**] **=** [ ]

_____
Applicant or Corporate Officer Signature Date Title

_____
Applicant or Corporate Officer Signature Date Title

_____
Applicant or Corporate Officer Signature Date Title

SCORING FORM D: FINAL SCORING MATRIX
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Firm #	Met Minimum Requirements	SOI/Proposal Weighted Score	Oral Interview Weighted Score	CM/GC Fee Weighted Score	Total Score

APPENDIX E: CONSTRUCTION GENERAL CONDITIONS

	Costs NOT TO BE included in CM/GC Fee Percentage	**Costs TO BE included in CM/GC Fee Percentage**
Item	**Costs for the categories below will be negotiated and included in the direct "Cost of the Work"**	**Other indirect and non-reimbursable costs to be included in the CM/GC fee percentage are listed below**
E.1	Mobilization	Project Principal – all costs
E.2	Project Manager	Cost Estimator services during Construction Phase –all costs. *(Note: Cost Estimator services during Pre-construction Phase are reimbursable as included in the Pre-construction Services Fee*
E.3	Construction Manager/Superintendent	Project Manager relocation, housing, and subsistence costs.
E.4	All other on-site, construction management staff as approved by the Agency	Construction Manager/Superintendent relocation, housing, and subsistence costs.
E.5	On-site administrative staff, including clerical and secretarial staff	Additional CM/GC staff relocation, housing, and subsistence cost.
E.6	All project direct costs related to Safety	Home, branch and regional office administrative support staff and all related costs
E.7	All project direct costs related to Quality Control	Home, branch and regional office safety support staff and all related costs
E.8	Project office costs for cleaning, set-up/demobilization, maintenance, security, utilities, rent/lease, equipment, and furniture	Home, branch and regional office quality control support staff and all related costs
E.9	Materials and equipment handling, including shipping/transport to site and storage costs	Profit
E.10	Costs to co-locate with Agency staff	
E.11	Job site temporary toilet facilities and maintenance	
E.12	Partnering workshops	
E.13	Construction rental equipment	
E.14	Actual cost of permits	
E.15	All project direct costs related to implementation of Agency-approved sustainable practices	
E.16	All project direct costs related to implementation of Agency-approved DBE program	
E.17	Construction equipment and vehicles at Proposer's internal cost rate, including costs of maintenance and fuel	
E.18	All costs related to cell phones, radios, fax machines, pagers, computers and software.	
E19	All costs of capital and interest; licenses and taxes required by law.	
E.20	Miscellaneous project office costs, including but not limited to, drinking water, printing, reproduction, postage, delivery, and supplies	

APPENDIX F: REFERENCES

1. **AMERICAN ASSOCIATION OF STATE HIGHWAY AND TRANSPORTATION OFFICIALS (AASHTO) PUBLICATIONS** (using latest approved versions):

   a. A Policy on Design Standards-Interstate System
   b. A Policy on Geometric Design of Highways and Streets
   c. Guide for Design of Pavement Structures
   d. Standard Specifications for Highway Bridges
   e. Guide for the Design of High Occupancy Vehicle and Public Transfer Facilities
   f. Guide for the Development of Bicycle Facilities
   g. Standard Specifications for Transportation Materials and Methods of Sampling and Testing – Part 1, Specifications and Part II, Tests
   h. Highway Design and Operational Practices Related to Highway Safety
   i. Roadside Design Guide
   j. AASHTO LRFD Bridge Design Specifications

2. **TENNESSEE DEPARTMENT OF TRANSPORTATION PUBLICATIONS** (using latest approved versions):

   a. The Department Standard Specifications
   b. The Department Supplemental Specifications
   c. The Department Design Guidelines, and Addendum
   d. The Department Construction Circular Letters
   e. The Department Standard Drawings
   f. Design Procedures for Hydraulic Structures 2004
   g. Drainage Manual
   h. Utility Manual
   i. Change Orders
   j. Force Account Work Orders
   k. Written Orders and Authorizations Issued by the Department
   l. All Other Programmatic Plans or any Other Documents
   m. All Material Included by Reference in any of the above Documents
   n. The Department Material and Test Standard Operating Procedures

3. **FEDERAL PUBLICATIONS** (using latest approved versions):

   a. Manual on Uniform Traffic Control Devices
   b. Highway Capacity Manual
   c FHWA scour publication HEC-18, FHWA publication HEC-21 or HEC-22;
   d. Urban Transportation Operations Training – Design of Urban Streets, Student Workbook
   e. Reference Guide Outline – Specifications for Aerial Surveys and Mapping by Photogrammetric Methods for Highways
   f. FHWA Federal-Aid Policy Guide
   g. Technical Advisory T6640.8A
   h. U.S. Department of Transportation Order 5610.1E
   i. Geometric Geodetic Accuracy Standards and Specifications for Using GPS Relative Positioning Techniques
   j. ADAAG Americans With Disabilities Act Accessibility Guidelines
   k. Roundabout Design Guide

4. **MISCELLANEOUS PUBLICATIONS AND STANDARDS**

   a. Manual for Railway Engineering - American Railway Engineering and Maintenance of Right-of-Way Association (AREMA)
   b. ASTM
   c. Electronics Industries Alliance (EIA)
   d. Roadway Lighting, ANSI Approved RP-8-00 - Illuminating Engineering Society of North America
   e. Life Safety Code - National Fire Protection Agency (NFPA)
   f. National Electric Code - National Fire Protection Agency (NFPA)
   g. U.S. Army Corp of Engineers
   h. National Transportation Communications for ITS Protocol Standards (NTCIP)

5. **AREMA**
   a. Manual for Railway Engineering

APPENDIX G: DEFINITIONS

1) AASHTO - American Association of State Highway & Transportation Officials

2) ADT - Average Daily Traffic in Number of Vehicles

3) ADAAG - Americans with Disabilities Accessibility Act Guidelines

4) BAMS - Bid Analysis and Management Systems

6) CATEX - Categorical Exclusion

7) DESIGN CONSULTANT - Consultant for this project

8) CONTRACTOR - The selected Proposer that has ranked the highest of all proposers in the Technical Proposal, Interview, and Cost Proposal Sections of the selection process and has been selected for the award of contract for pre-construction services.

9) C/PM/Consultant Project Manager – The lead Design Consultant engineer responsible for combining the various inputs in the process of completing the project plans and managing the consultant design effort.

10) CMGC/PM/Contractor Project Manager – The Contractor's Project Manager on this project will oversee and coordinate all pre-construction and construction phase services of the CM/GC.

11) CM/GC - Construction Manager/General Contractor is the firm responsible for completing all CM/GC services on this project.

12) DBE - Disadvantaged Business Enterprise

13) EA- Environmental Assessment

14) EEMA - Engineering Estimates and Market Analysis

15) EIS - Environmental Impact Study

16) FHPG - Federal Aid Highway Policy Guide

17) FHWA - Federal Highway Administration

18) FIR - Field Inspection Review

19) FONSI - Finding of No Significant Impact

20) FOR - Final Office Review

21) GMP - Guaranteed Maximum Price

22) GPS - Global Positioning System

23) FHPG - Federal Aid Highway Policy Guide

24) FHWA - Federal Highway Administration

25) FIR - Field Inspection Review

26) FONSI - Finding of No Significant Impact

27) FOR - Final Office Review

28) GMP - Guaranteed Maximum Price

29) GPS - Global Positioning System

30) ICE - Independent Cost Estimator/Estimate

31) MPO - Metropolitan Planning Organization

32) MS4 - Municipal Separate Storm Sewer System

33) NEPA - National Environment Policy Act

34) NGS - National Geodetic Survey

35) NICET - National Institute for Certification in Technology

36) NOAA - National Oceanic and Atmospheric Administration

37) OPCC - The Opinion of Probable Construction Cost is the actual construction cost to the CM/GC to build all aspects of a 100% Plans, Specifications, and Estimate Package. These are required at established milestones for each phase, procurement, or construction package

38) PE - Professional Engineer registered in Tennessee

39) PEIS - Programmatic Environmental Impact Statement

40) PM - Project Manager

41) PLS - Professional Land Surveyor registered in Tennessee

42) PRT - Project Review Team

43) PS&E - Plans, Specifications and Estimate

44) PROJECT - The work defined by a scope of work.

45) PROPOSER - Firm or Joint Venture submitting a statement of interests and proposal for consideration.

46) Range Limit of Construction Cost – The range of actual cost of construction that includes construction services staff, the CM/GC Fee, labor, materials and equipment, mobilization, and all other costs of the actual construction of the work.

47) ROD - Record of Decision

48) ROR - Region Office Review

49) ROW - Right-of-Way: A general term denoting land, property, or interest therein, usually in a strip, acquired for or devoted to a highway

50) ROWPR - Right-of-Way Plan Review

51) TDOT/PM - Tennessee Department of Transportation Project Manager – The TDOT Civil Engineer who is responsible for the day-to-day direction and Design Consultant coordination of the design effort, and responsible for the satisfactory completion of the contract by the construction Manager (CM).

52) TOPOGRAPHY - In the context of CDOT plans, topography normally refers to existing cultural or man-made details

53) UD & FCD - Urban Drainage and Flood Control District

54) USCOE - United States Army Corp of Engineers

Note: For other definitions and terms, refer to Section 101 of the TDOT Standard Specifications for Road and Bridge Construction and the TDOT Design Guidelines.