This document was developed as part of the continuing effort to provide guidance within the Georgia Department of Transportation in fulfilling its mission to provide a safe, efficient, and sustainable transportation system through dedicated teamwork and responsible leadership supporting economic development, environmental sensitivity and improved quality of life. This document is not intended to establish policy within the Department, but to provide guidance in adhering to the policies of the Department.

Your comments, suggestions, and ideas for improvements are welcomed.

Please send comments to:
State Design Policy Engineer
Georgia Department of Transportation
One Georgia Center
600 W. Peachtree Street, 26th Floor
Atlanta, Georgia 30308

DISCLAIMER

The Georgia Department of Transportation maintains this printable document and is solely responsible for ensuring that it is equivalent to the approved Department guidelines.
## Revision Summary

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## Acronyms and Definitions

### Acronyms

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FTA  Federal Transit Authority
GARVEE  Grant Anticipation Revenue Vehicle
GDOT  Georgia Department of Transportation
GEC  General Engineering Consultant
GEPA  Georgia Environmental Policy Act
GPR  Georgia Procurement Registry
ITP  Instructions to Proposers
JD  Jurisdictional Determination
LAP  Local Administered Project
LOI  Letter of Interest
MOU  Memorandum of Understanding
MS4  Municipal Separate Storm Sewer Systems
MUTCD  Manual on Uniform Traffic Control Devices
NEPA  National Environmental Policy Act
NOI  Notice of Intent
NOT  Notice of Termination
NPDES  National Pollutant Discharge Elimination System
NTC  Notice to Contractors
NTP 1  Notice to Proceed 1
NTP 2  Notice to Proceed 2
NTP 3  Notice to Proceed 3
OCEI  Owner’s Construction Engineering and Inspection
OES  Office of Environmental Services
OID  Office of Innovative Delivery
OID-CO  Office of Innovative Delivery Contract Officer
OID-OA  Office of Innovative Delivery Office Administrator
OID-PM  Office of Innovative Delivery Project Manager
OMAT  Office of Materials and Testing
P&E  Plan and Elevation
P3  Public Private Partnership
PDA  Pile Driving Analysis
PDP  Plan Development Process
PFA  Project Framework Agreement
PM  Project Manager
PMC  Program Management Consultant
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Definitions

This section includes general definitions used within this manual. These definitions are intended to be for quick reference, and are not intended to be an all-inclusive list of terms used in Design-Build contracting. The terms shall have the following definitions unless the context thereof indicates to the contrary.

**A+B**: Method of rewarding a Design-Build Team for completing a project as quickly as possible. By providing a cost for each working day, the contract combines the cost to perform the work (A component) with the cost of the impact to the public (B component) to provide the lowest cost to the public.

**Addendum**: An addition, deletion or modification to the provisions of the Request for Qualifications (RFQ) or Request for Proposals (RFP) made during the procurement process.

**Alternative Technical Concept (ATC)**: A confidential process in which a Design-Build Team can propose changes to GDOT-supplied basic configurations, project scope, design criteria or construction criteria included in a Request for Proposals (RFP). These changes submitted by Proposers to the GDOT shall provide a solution that is equal to or better than the requirements in the RFP. ATCs provide flexibility in the design and/or construction of a particular element of the project in order to enhance innovation and achieve efficiency.

**Apparent Successful Proposer**: Proposer with lowest bid for Low Bid projects and highest combined score for Best Value projects prior to award.

**Award**: The acceptance of the Apparent Successful Proposer, subject to execution and approval of the contract. The Award is non-binding.

**Best Value**: The selection method whereby award is based on a combination of the Proposers weighted Price Proposal and evaluated technical elements found in the Technical Proposal as described in a Request for Proposals (RFP). The formula for determining the best value proposer shall be specified in the RFP. Under this selection method, GDOT shall select the proposer who provides the best value for the Project.

**Business Days**: The days GDOT is officially open for business.

**Clarifications**: Written or oral exchanges of information that take place after the receipt of the Statement of Qualifications (SOQ) or the technical proposals. The purpose of Clarifications is to resolve minor errors or clerical revisions in the SOQ or Technical Proposal.

**Code**: Official Code of Georgia Annotated.

**Conflict Committee**: Qualified GDOT personnel who will determine whether the Proposer’s proposed course of action for remedy of a Conflict of Interest is accepted or rejected or whether a conflict is cause for dismissal from services currently being performed.
**Conflict of Interest**: A situation where a person or entity who, because of other activities, secondary interests, or relationships with other persons or entities involved: 1) is unable or potentially unable to render impartial assistance or advice to GDOT; 2) is or might be otherwise impaired in its objectivity in performing the contract work; or 3) has an unfair competitive advantage. Refer to 23 CFR 636.116 regarding Design-Build organization conflict of interest.

**Design-Build**: Combining all or some portion(s) of the design, Right of Way, utilities and construction phases of a project into a single contract.

**Design-Bid-Build**: A project delivery method where design and construction are sequential and separate steps in the project development process.

**Design-Build Documents**: Documents set forth in Article 1.2 of the Design-Build Agreement for the specific project.

**Design-Build Team**: A combination of contractors, design consultants (or a design consultant team) and other entities selected by GDOT who work together to design and build the project.

**Engineer of Record**: A licensed professional engineer on the Design-Build Team who is responsible and liable for the adequacy and safety of the design. This individual will sign and seal the Released for Construction plans, as well as revisions on construction and shop drawings.

**Instruction to Proposers (ITP)**: The documents, including exhibits and forms, included in the Request for Proposals (RFP) that contain directions for the preparation and submittal of information by the proposers in response to the RFP.

**Intelligent Transportation System (ITS)**: Services that provide for the acquisition of technologies or systems of technologies (e.g., computer hardware or software, traffic control devices, communications links, fare payment systems, automatic vehicle location systems, etc.) that provide or contribute to the provision of one or more ITS user services as defined in the National ITS Architecture.

**Letter of Interest (LOI)**: Correspondence required in advance of Qualifications Package and Price Proposal for One Phase Low Bid projects.

**Letting**: The day on which Price Proposals are publicly opened, and the Apparent Successful Proposer is identified.

**Low Bid**: The selection method whereby GDOT shall select the Lowest Responsive Proposer.

**National Environmental Policy Act (NEPA)**: The National Environmental Policy Act (NEPA) [42 U.S.C. 4321 et seq.] is a United States environmental law that established a U.S. national policy promoting the enhancement of the environment. NEPA sets up procedural requirements for all federal government agencies to prepare the three levels of environmental documentation that include Categorical Exclusion (CE), Environmental Assessment (EA)/Finding of No Significant Impact (FONSI), and an Environmental Impact Statement (EIS)/Record of Decision (ROD).
**Non-Responsive**: Designation by GDOT of a Proposer’s failure to provide all required information identified in the Request for Qualifications (RFQ) or Request for Proposals (RFP).

**One-on-One Meeting**: A meeting between GDOT and a Proposer conducted during the Request for Proposals (RFP) phase to discuss the RFP, scope of work, and potential ATCs. If one-on-one meetings are to be conducted on a project, then the Instruction to Proposers (ITP) section of the RFP will include one-on-one meeting instructions.

**One Phase Low Bid**: The selection method whereby Proposers submit to GDOT a Price Proposal and Technical Proposal (which includes a Proposer’s qualifications package) in response to the Request for Proposals (RFP). Under this selection method, GDOT shall select the lowest qualified and responsive bidder.

**Point of Contact**: A designated GDOT person or representative who is responsible for a particular activity.

**Preliminary Design**: The general project location and design concepts, including but not limited to preliminary engineering and other activities and analyses, such as environmental assessments, topographic surveys, metes and bounds surveys, geotechnical investigations, hydrologic analysis, hydraulic analysis, utility engineering, traffic studies, financial plans, revenue estimates, hazardous materials assessments, general estimates of the types and quantities of materials, and other work needed to establish parameters for the final design. Prior to completion of the environmental review process, any such preliminary engineering and other activities and analyses must not materially affect the objective consideration of alternatives in the environmental review process.

**Prequalification**: The process for determining whether a professional consultant or contractor is fundamentally qualified to perform a certain class of work or project. All consultants and contractors must be prequalified by GDOT to pursue a project. Prequalification may be based on financial, management and other types of qualitative data.

**Price Proposal**: The price submitted by the Proposer to provide the required design and construction-related services.

**Project**: The project to be designed and constructed in accordance with the DB Documents.

**Proposer**: A Design-Build Team that responds to a GDOT-issued Design-Build solicitation.

**Public Notice Advertisement (PNA)**: An announcement by GDOT of a Design-Build project.

**Reference Information Documents (RID)**: The collection of information, data and documents included as part of the Request for Proposals (RFP) including, but not limited to: preliminary design, planning documents, studies, reports and design files for the Project. GDOT makes no representation or guarantee as to the accuracy, completeness, or suitability of the RID. Proposers are responsible for any conclusions they may draw from the RID.

**Request for Proposals (RFP)**: All documents, whether attached or incorporated by reference, utilized for soliciting proposals. The RFP is the only solicitation utilized by GDOT in the One Phase
Low Bid selection method. The RFP is the second phase utilized by GDOT for the Two Phase Low Bid and Best Value selection methods.

**Released for Construction Plans and Documents**: Documentation that is prepared by the Design-Build Team, accepted by GDOT, is in compliance with the executed contract, and is used by the Design-Build Team to build the project. Changes made by the Design-Build Team after GDOT issues a designated date of acceptance shall be reviewed by GDOT.

**Request for Qualifications (RFQ)**: All documents, whether attached or incorporated by reference, utilized by GDOT for soliciting interested Proposers to apply for Prequalification, including instruction for submitting a Statement of Qualification (SOQ), evaluation criteria and minimum qualifications required of a Design-Build Team. The RFQ is the first phase of a two-phase process utilized by GDOT for the Two Phase Low Bid and Best Value selection methods.

**Right-of-Way (ROW)**: All land under the jurisdiction of and whose use is controlled by GDOT.

**Schedule of Values (SOV)**: An itemized list that establishes the value or cost for each major element of the Design-Build work, and that is used as the basis for progress payments during the project.

**Selection of Finalists**: The selection of all qualified Proposers (through the use of a Prequalification process) who are invited to submit a Technical and Price proposal in response to a Request for Proposals (RFP). Utilized in the Two Phase Low Bid selection method.

**Selection Review Committee (SRC)**: A selected group of Department staff who are responsible for finalizing technical proposals adjectival scores and converting to predetermined numeric scores on Best Value Procurements in accordance with the technical proposal requirements set forth in the RFP.

**Shortlist**: The narrowing of the field of Proposers through ranking the most highly qualified Proposers who have responded to an RFQ. Only Shortlisted Proposers will be invited to submit a Technical and Price Proposal in response to a Request for Proposals (RFP). Utilized in the Two Phase Low Bid and Best Value selection methods.

**Stipulated Fee**: A monetary amount paid to the responsive, but unsuccessful Proposers who submit Technical Proposals in response to the Request for Proposals (RFP). In consideration for paying the Stipulated Fee as a payment for work product, GDOT may use any ideas or information contained in the Technical Proposals in connection with the contract awarded for the Project, or in connection with a subsequent procurement on the Project or on any other GDOT project without obligation to pay any additional compensation to the unsuccessful Proposers.

**State**: The State of Georgia.

**Statement of Qualifications (SOQ)**: Documentation that meets the requirements set forth in the Request for Qualifications (RFQ), which is submitted by Proposers and evaluated by GDOT in order to identify qualified Proposers for the Project. For each consultant and contractor, the SOQ must include, at a minimum, documentation that the Proposer is capable of satisfying the scope of services of the project, as well as a copy of GDOT-issued Certificate of Qualification.
**Technical Proposal**: A document provided by Proposers, as required per the Request for Proposals (RFP), which contains design solutions and other qualitative factors that are provided in response to the RFP document.

**Technical Review Committee (TRC)**: A selected group of Department staff who are responsible for evaluating Proposers’ Statement of Qualifications (SOQ) and technical proposals for their responsiveness in accordance with the technical proposal requirements set forth in the RFP.

**Two Phase Low Bid (All Qualified)**: The selection method whereby the first phase consists of selecting qualified Proposers who submit a responsive Statement of Qualifications (SOQ) in response to the Request for Qualifications (RFQ). The RFQ sets the minimum standard and then allows anyone that passes the standard to compete for the project. This is a pass-fail approach. The second phase consists of Proposers submitting a responsive Price Proposal and Technical Proposal (if required) in response to the Request for Proposals (RFP). Under this selection method, GDOT shall select the Apparent Successful Proposer.

**Two Phase Low Bid (Shortlist)**: The selection method whereby the first phase consists of selecting qualified Proposers who submit a responsive Statement of Qualifications (SOQ) in response to the Request for Qualifications (RFQ). The TRC evaluates each Proposer’s SOQ to determine a Shortlist of up to five (5) of the most qualified Proposers. The second phase consists of Proposers submitting a responsive Price Proposal and Technical Proposal (if required) in response to the Request for Proposals (RFP). Under this selection method, GDOT shall select the Apparent Successful Proposer.
# Chapter 1. Introduction - Contents

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<td>1.10 Yearly Reporting Requirements</td>
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</table>
1.1 Purpose

The Design-Build Manual (Manual), developed in collaboration with Georgia Department of Transportation (GDOT) staff and industry partners, provides guidelines for identifying, selecting, procuring and administering Design-Build projects. The Manual will outline processes for key elements of the Design-Build procurement and delivery process. It is intended for GDOT staff, as well as the consultant and contracting industry.


The purpose of this Manual is to:

- Describe pre-advertisement activities such as project selection; concept development; environmental planning; costing plans development; and risk assessment and allocation;
- Describe the various Design-Build selection methods, advertisement process, evaluation method, selection and awarding process;
- Define roles and responsibilities; and
- Provide guidance to GDOT’s project management and construction management staff in carrying out their respective duties on Design-Build projects.

The Office of Innovative Delivery (OID) is responsible for maintaining and regularly updating this Manual. Updates to the Manual will occur, as needed, to capture any modifications or enhancements to processes resulting from lessons learned, evolving approaches, and/or updates to federal, state, local laws, regulations, and policies.

1.2 Authority

Design-Build at GDOT is regulated by the Official Code of Georgia Annotated Section 32-2-81 (referred to herein as Section 32-2-81, O.C.G.A.), the State Transportation Board Rules Chapter 672-18 (referred to herein as Board Rules, Chapter 672-18 or Rule 672-18), and the Code of Federal Regulations (CFR).

1.2.1 Official Code of Georgia Annotated Section 32-2-81

In the 2004 Legislative Session, the Georgia General Assembly enacted legislation that allowed GDOT to procure Design-Build projects using a Two Phase Low Bid selection method whereby GDOT would select the lowest qualified bidder. This legislation allowed GDOT to contract for Design-Build projects for no more than 15 percent of the total amount of construction projects awarded in the previous fiscal year.

In the 2010 Legislative Session, the Georgia General Assembly amended the law to allow GDOT to contract for Design-Build projects for no more than 30 percent of the total amount of construction
projects awarded in the previous fiscal year, and that amount would revert back to 15 percent after July 1, 2014.

In the 2012 Legislative Session, the Georgia General Assembly amended the law to allow GDOT to contract for Design-Build projects for no more than 50 percent of the total amount of construction projects awarded in the previous fiscal year without a sunset provision.

In the 2013 Legislative Session, the Georgia General Assembly amended the law to allow GDOT to procure Design-Build projects using a One Phase Low Bid or Best Value selection method, in addition to the Two Phase Low Bid selection method. Additionally, it removed the requirement that GDOT must receive at least three (3) Letters of Interest (LOI) in order to proceed with issuing the RFP, and removed the requirement that GDOT must receive at least two (2) proposals in response to the RFP.

1.2.2 State Transportation Board Rules Chapter 678-18

In 2006, the State Transportation Board adopted the Board Rules, Chapter 678-18, which outlined procedures for administering Design-Build contracts. In 2013, as a result of the 2013 Legislative changes, the State Transportation Board amended the Board Rules, Chapter 678-18, which modified the procedures for administering Design-Build contracts.

1.2.3 Code of Federal Regulations

All Federal Aid Design-Build projects will comply with the procedures set forth in all applicable CFR including, but not limited to, Title 23 CFR Parts 627 (Value Engineering), 635 (Construction and Maintenance), 636 (Design-Build Contracting), 637 (Construction Inspection and Approval), 710 (Right-of-Way and Real Estate), 771 (Environmental and Related Procedures), and Title 49 CFR Part 24.

1.3 Design-Build versus Design-Bid-Build

Design-Build combines preconstruction services with construction services into a single contract. Design-Build projects allow the contractor to participate in the project’s design in an effort to reduce costs, improve communication and expedite project delivery. Design-Build differs from Design-Bid-Build in several ways as briefly described below:

- **Innovation** – Design-Build can create opportunities for consultants and contractors to introduce new design/construction alternatives that are equal or better than the contract requirements while still adhering to all other contract requirements. It can also allow contractors to optimize the design based on alternative means that best suit their capabilities and approaches.

- **Design** – The Design-Build Team, specifically its Engineer of Record, is responsible for the design of the Project. Any design errors or omissions discovered during construction and the warranty term are the responsibility of the Design-Build Team to correct, thus transferring design risk to the Design-Build Team.

- **Construction** – Design-Build allows fast-tracking of design/construction, where construction can begin as initial design package submittals are accepted rather than waiting until the complete plans package is completed.
• **Payment** – Design-Build contracts are lump-sum contracts based on design-complete and construction-complete pay items. Payment is based on a percent completion for each activity as per the approved Schedule of Values.

• **Procurement** – While Design-Build procurement differs slightly from the standard Design-Bid-Build procurement, the procurement adheres to overall general procurement laws and regulations.

• **Contract** – Design-Build contracts use a different set of documents. Plans and specifications used in Design-Bid-Build to advertise the project for bids are replaced in Design-Build contracting by the RFP. The RFP defines the design, management, and construction requirements.

**Figure 1.1: Design-Build Schematic**

<table>
<thead>
<tr>
<th>Design-Bid-Build</th>
<th>Design-Build</th>
</tr>
</thead>
<tbody>
<tr>
<td>![Diagram of Design-Bid-Build process]</td>
<td>![Diagram of Design-Build process]</td>
</tr>
<tr>
<td><strong>Designer</strong></td>
<td><strong>Designer</strong></td>
</tr>
<tr>
<td><strong>Contractor</strong></td>
<td><strong>Contractor</strong></td>
</tr>
<tr>
<td><strong>Design-Build Team</strong></td>
<td><strong>Design-Build Team</strong></td>
</tr>
</tbody>
</table>

**1.4 Design-Build Project Selection**

Design-Build is best suited for those projects that generally require acceleration, projects that have unique opportunities to appropriately transfer risk to the Design-Build Team, and/or projects with opportunities for innovation where it has the potential to significantly decrease contract time, reduce costs and/or improve the safety and quality of the facility.

The decision to use Design-Build contracting should be based on an assessment of the specific goals and risks associated with each project. Design-Build projects typically are comprised of one or more of the following characteristics:

- Are accelerated for the public benefit;
- Have up-front contractor-engineer interaction to stimulate value engineering analysis to reduce costs;
- Include complex constructability issues;
• Have a need for specialty or innovative designs and construction methods or techniques;
• Support economic development;
• Maximize the use of available funding;
• Comprise an emergency project where repair or design and construction need to be expedited; and/or
• Include software development or integration, and/or rapidly changing technologies.

Design-Build candidate projects may be identified through a number of ways, which include but are not limited to the following:

• Through regular discussions between the Office of Innovative Delivery Office Administrator (OID-OA) and GDOT’s Director of Public Private Partnership (P3) as part of a routine process to identify and evaluate projects for Design-Build delivery.
• Any GDOT office may request the OID-OA evaluate a specific project or a group of projects for Design-Build suitability.
• The OID-OA facilitating a meeting through GDOT’s Director of P3 with various GDOT personnel, which may include the Chief Engineer, Director of Engineering, Director of Construction, Director of Planning and other GDOT offices as necessary to review the Construction Work Program (CWP) to identify candidate Design-Build projects.

Listed below is the process for evaluating Design-Build candidate projects:

1. The OID-OA will first notify and consult the GDOT office to which the project is assigned.

2. The OID-OA will identify an Innovative Delivery Project Manager (OID-PM) who will prepare a Design-Build Suitability Report and Risk Matrix for the candidate project (refer to Attachment 4 Design-Build Suitability Report and Risk Matrix Template).
   a. The purpose of the report and risk matrix is to determine the project’s delivery goals and the likelihood that Design-Build will achieve those goals based on an assessment of such items as opportunities for innovation, constructability, safety, environmental permitting, right-of-way acquisition, utilities, traffic management, public/business perception, and any third-party constraints.

3. As part of developing the Design-Build Suitability Report, the OID-PM will:
   a. Consult with the assigned GDOT Project Manager and other GDOT Subject Matter Experts (SMEs) to collect information as to the Project’s history and current status, available information, and potential risks; and
   b. Ensure that adequate funding for design, right-of-way, and construction is programmed (or can be programmed).
   c. Take into consideration Section 32-2-81 (e), O.C.G.A., which states, “In contracting for Design-Build projects, GDOT shall be limited to contracting for no more than 50 percent of the total amount of construction projects awarded in the previous fiscal
If it is determined a project is suitable for Design-Build but the estimated overall total project costs may exceed 50 percent for a given fiscal year as compared to the previous fiscal year’s total construction contract award value, then the OID-OA will consult with the Chief Engineer.

4. The OID-PM will prepare a Design-Build recommendation letter if it is determined that Design-Build contracting will achieve the project’s delivery goals (refer to Attachment 5 Design-Build Recommendation Letter Template).

   a. The letter should include the Design-Build selection method (refer to Table 1.1: Design-Build Selection Method Matrix), and any anticipated Stipulated Fee amount (refer to Table 1.2: Stipulated Fee Amount).

5. The OID-OA and OID-PM will discuss the project details, risks, anticipated delivery schedule, funding, and the recommendation letter. The OID-OA will provide the final recommendation letter to the Chief Engineer for approval.

6. Upon favorable recommendation by the Chief Engineer to deliver the project using Design-Build, the project will be assigned to OID, and OID will add the project to the approved Design-Build project list located on GDOT’s Design-Build webpage.

1.5 Selection Method and Basis of Award Overview

The Design-Build selection methods that GDOT may use to procure Design-Build contracts are outlined in Section 32-2-81, O.C.G.A; and the Board Rules, Chapter 672-18. These selection methods include:

- **Best Value** – The contract is awarded to the Proposer with the highest combined score based on a weighting of the price proposal and technical proposal evaluation score.

- **Two Phase Low Bid (Shortlist)** (where GDOT shortlists up to five (5) of the most qualified Proposers to participate in the RFP phase) – The contract is awarded to the Proposer with the lowest responsive price proposal.

- **Two Phase Low Bid (All Qualified)** (where GDOT selects all qualified Proposers to participate in the RFP phase) – The contract is awarded to the Proposer with the lowest responsive price proposal.

- **One Phase Low Bid** – The contract is awarded to the Proposer with the lowest qualified and responsive price proposal.

The basis of award will be clearly defined in the RFP. **Table 1.1: Design-Build Selection Method Matrix** provides guidance regarding which Design-Build selection method is recommended based on the general type of project. The Design-Build selection method determination should be based on an assessment of overall project risks (where risk is generally assigned to the entity best suited to manage the risk), opportunities for innovation, and overall complexity of the project.

The determination of the selection method is a collaborative effort between the Chief Engineer and the OID-OA, and input from other GDOT offices.
Table 1.1: Design-Build Selection Method Matrix

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Best Value</th>
<th>Two Phase Low Bid (Shortlist)</th>
<th>Two Phase Low Bid (all qualified)</th>
<th>One Phase Low Bid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology projects that are software development, integration, or rapidly changing technologies</td>
<td>Required</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major or complex bridge projects</td>
<td>Recommended</td>
<td>Possible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projects with minimal up-front design decisions which create opportunities for innovative solutions or different design concepts</td>
<td>Recommended</td>
<td>Possible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Major risk transfer projects (Including right-of-way acquisition services, extensive environmental impacts, large number of utility relocations, railroad impacts, multiple federal agencies involvement, complex staging issues, or tolling)</td>
<td>Recommended</td>
<td>Possible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projects with minimal opportunity for innovation, but include major risk transfer</td>
<td>Recommended</td>
<td>Possible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interchange projects</td>
<td>Possible (with minimal up-front decisions and where ATCs would provide value)</td>
<td>Possible (major interchange)</td>
<td>Recommended</td>
<td></td>
</tr>
<tr>
<td>Projects with a medium level of complexity and minimal risk transfer</td>
<td>Possible</td>
<td></td>
<td>Recommended</td>
<td></td>
</tr>
<tr>
<td>Minor bridge replacement projects</td>
<td>Recommended</td>
<td>Possible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projects with a well-defined scope and no opportunity for innovation</td>
<td>Possible</td>
<td></td>
<td>Recommended</td>
<td></td>
</tr>
<tr>
<td>Non-complex projects which may include sidewalk, minor roadway widening, and lighting projects</td>
<td>Possible</td>
<td></td>
<td>Recommended</td>
<td></td>
</tr>
</tbody>
</table>
1.5.1 Best Value Selection Method Overview

The Best Value Design-Build selection method requires a two-step procurement process (refer to Figure 1.2: Typical Best Value Selection Method Procurement Process).

Phase One consists of GDOT issuing the Request for Qualifications (RFQ), which provides the minimum requirements as well as the desired Design-Build Team qualifications. Proposers submit Statements of Qualifications (SOQ) in response to the RFQ. GDOT’s Technical Review Committee (TRC) evaluates and ranks the SOQs according to the criteria published in the RFQ, and establishes a shortlist of the most qualified Proposers. The shortlist will not exceed five (5) Proposers.

Phase Two consists of GDOT issuing the RFP to the shortlisted Proposers. The shortlisted Proposers submit a technical proposal and a price proposal in response to the RFP. Prior to opening the price proposals, the TRC evaluates the technical proposals based on the weighted criteria established in the RFP. The best value is determined by adding each Proposer’s weighted technical proposal score to the weighted price proposal score. Unless all bids are rejected or the price proposal exceeds the budgeted amount, the contract is awarded to the responsive Proposer with the highest combined score. A stipulated fee may be paid to the responsive but unsuccessful Proposers who submit technical proposals in response to the RFP.

Best Value contracting typically requires additional procurement time as compared to low bid Design-Build selection methods. In addition, Proposers typically need additional time and resources to prepare more detailed Technical Proposals than those required as part of a Two Phase Low Bid selection method. As a result, the stipulated fee is often higher with the Best Value Selection Method.

1.5.2 Low Bid Selection Method Overview

The Low Bid Design-Build selection method may follow either the two-phase process (refer to Figure 1.3: Typical Two Phase Low Bid (All Qualified or Shortlist) Selection Method Procurement Process) or a one-phase process (refer to Figure 1.4: Typical One Phase Low Bid Selection Method Procurement Process).

For the Two Phase Low Bid selection method, GDOT may either select all qualified Proposers or may Shortlist to no more than the five (5) of the most qualified Proposers to participate in the RFP phase (refer to Table 1.1: Design-Build Selection Method Matrix).

The Two Phase Low Bid selection method process is similar to the Best Value selection method process, except that the project is awarded to the Proposer with the lowest responsive price proposal.

For the One Phase Low Bid selection method, all interested Proposers that meet the minimum requirements set forth in the RFP have the opportunity to respond to the RFP with a price proposal and qualifications package. Proposers submit the price proposal and qualifications package as per the instructions included in the RFP. The One Phase Low Bid qualifications package may vary slightly from project to project, but will typically consist of a cover letter, a simple organizational chart of the Proposer’s team, and GDOT’s prequalification statement identifying those consultants who retain the respective area classes (refer to Section 3.2.1 Consultant and Contractor GDOT Prequalification) as specified in the RFP. The qualifications packages are evaluated by the TRC on a pass/fail basis to determine responsiveness to the requirements set forth in the RFP. As per Table 1.2: Stipulated Fee Amount, the stipulated fee will not be paid using the One Phase Low Bid selection method.
Figure 1.2: Typical Best Value Selection Method Procurement Process

1. Pre-Advertisement Project Activities
   - Chapter 2

2. Issue Public Notice Advertisement (PNA)
   - Section 3.2

3. Issue Request for Qualifications (RFQ)
   - Section 3.4

4. Issue Request for Proposals (RFP)
   - Section 3.8

5. Determine shortlisted Proposers
   - Section 3.5
   - Section 3.5.1

6. Proposers submit Statement of Qualifications (SOQ)
   - Section 3.5

7. Alternative Technical Concepts (ATCs)
   - Section 3.8.3

8. Shortlisted Proposers submit Technical and Price Proposals
   - Section 4.2

9. Technical Review Committee (TRC) scores Technical Proposals
   - Section 4.2.1
   - Section 4.2.2

10. Notice of Award Notice to Proceed 1
    - Section 4.2.6
    - Section 5.3.1

11. Public Bid Opening and Identify Apparent Best Value Proposer
    - Section 4.2.4
    - Section 4.2.5
Figure 1.3: Typical Two Phase Low Bid (All Qualified or Shortlist) Selection Method Procurement Process

Typical Two Phase Low Bid (All Qualified or shortlisted Proposers)
Figure 1.4: Typical One Phase Low Bid Selection Method Procurement Process

Pre-Advertisement Project Activities

Chapter 2

Issue Public Notice Advertisement (PNA) and Notice to Contractors (NTC)

Section 3.2

Issue Request for Proposals (RFP)

Section 3.7

Technical Review Committee (TRC) evaluates Qualification Packages (pass/fail)

Section 4.1.1

Proposer submits Qualification Packages and Price Proposals

Section 3.7.1
Section 4.1.1
Section 4.1.4

Proposers submit Letter of Interest (LOI)

Section 3.5

Publicly open Price Proposals and announce apparent Successful Proposer

Section 4.1.5

Notice of Award Notice to Proceed 1

Section 4.1.5
Section 5.3.1

Typical One Phase Low Bid Procurement Process
1.6 Stipulated Fee

A stipulated fee is an amount paid to the responsive, but unsuccessful Proposers who submit technical proposals in response to the RFP. The amount of the stipulated fee is based on GDOT’s analysis of the estimated proposal development costs, the complexity of the project, the level of risk associated with the project, the level of project related materials/design files provided by GDOT, and the anticipated degree of competition during the procurement process. A stipulated fee is not meant to cover 100 percent of the proposal development costs, but to offset a portion of the costs. Refer to Table 1.2: Stipulated Fee Amount for the minimum and recommended stipulated fee amount.

Several benefits to paying a stipulated fee on Design-Build projects include the following:

- **Encourages Competition** – The costs necessary for a Proposer to pursue Design-Build projects are typically higher as compared to Design-Bid-Build projects. Proposers spend additional resources on preliminary design and project coordination. Paying a stipulated fee encourages consultants and contractors to pursue Design-Build projects. In addition, a stipulated fee may ensure that smaller companies are not put at a competitive disadvantage.

- **Enhanced Quality/Lower Construction Costs** – By investing time and resources into the design process during the RFP phase, Proposers are able to optimize the design and bring innovation into the process. Innovation and design optimization lead to increased quality and lower construction costs.

- **Payment for Work Product/Intellectual Property** – By offering a stipulated fee, GDOT has the right to use the work product, ideas, and related Alternative Technical Concepts (ATCs) without obligation to pay any additional compensation to the unsuccessful Proposers on the project for which it was offered, and for any other GDOT project. Proposers may elect to waive the stipulated fee for retention of intellectual property in which case, all designs, calculations, drawings, samples, and other proposal material will be returned to the Proposer.

- **Proposal Development Costs** – The stipulated fee is intended to compensate qualified and responsive Proposers who submit technical proposals with a portion of their overall proposal development costs.

**Table 1.2: Stipulated Fee Amount**

<table>
<thead>
<tr>
<th>Design-Build Estimated Contract Value</th>
<th>Best Value</th>
<th>Two Phase Low Bid (Shortlist)</th>
<th>Two Phase Low Bid (All Qualified)</th>
<th>One Phase Low Bid</th>
</tr>
</thead>
<tbody>
<tr>
<td>≥$50M (Greater than or equal to $50M)</td>
<td>0.2 % Minimum</td>
<td>0.1 % Minimum</td>
<td>0.0 % Minimum</td>
<td>No Stipulated Fee</td>
</tr>
<tr>
<td></td>
<td>0.2 % Recommended</td>
<td>0.2 % Recommended</td>
<td>0.1 % Recommended</td>
<td></td>
</tr>
<tr>
<td>&lt;$50M (Less than $50M)</td>
<td>0.2 % Minimum</td>
<td>0.1 % Minimum</td>
<td>0.0 % Minimum</td>
<td>No Stipulated Fee</td>
</tr>
<tr>
<td></td>
<td>0.4 % Recommended</td>
<td>0.2 % Recommended</td>
<td>0.1 % Recommended</td>
<td></td>
</tr>
</tbody>
</table>
Listed below is the process for determining the stipulated fee amount and incorporating the Stipulated Fee agreement (Form N of the ITP):

1. The OID-PM will prepare a stipulated fee recommendation letter (refer to Attachment 7 and Attachment 8).
   a. Refer to Table 1.2: Stipulated Fee Amount to determine the stipulated fee amount.
   b. The source of funding for the stipulated fee, if known, should be included in the recommendation letter. The stipulated fee, also referred to as a stipend, is eligible for federal funding (refer to 23 CFR 636.113).
   c. Payment of the stipulated fee is based on the Proposer’s willingness to transfer and assign to GDOT any proprietary information, trade secrets, techniques, concepts, analyses, approaches, ideas, or other intellectual property or work product.

2. The OID-PM will provide the stipulated fee recommendation letter to the OID-OA.

3. As set forth in Board Rule 672-18-.11, the OID-OA will provide the stipulated fee recommendation to the Chief Engineer and Treasurer for approval.

4. The OID-PM will include the approved stipulated fee amount in the RFQ. In addition, the RFP will include the stipulated fee amount and the stipulated fee agreement.

5. If a Proposer who is eligible for a stipulated fee elects not to accept the stipulated fee, GDOT cannot use the ideas contained within its technical proposal. However, the contents are public information unless the Proposer has requested and GDOT agrees that the information be deemed as trade secret or proprietary information using the procedure set forth in the RFP, and in accordance with O.C.G.A. § 50-18-72(34).

1.7 Roles and Responsibilities

The roles and responsibilities for Design-Build projects vary from the traditional Design-Bid-Build. Table 1.3: Roles and Responsibilities identifies several GDOT offices that play an integral role in the Design-Build procurement process, as well as the management and administration of the overall Design-Build program.
Table 1.3: Roles and Responsibilities

<table>
<thead>
<tr>
<th>GDOT Offices</th>
<th>Primary Responsibility</th>
<th>Other Responsibilities</th>
</tr>
</thead>
</table>
| Office of Innovative Delivery (OID) | Administration of the Design-Build program. This includes a primary focus on Design-Build project selection, schedule management, RFQ and RFP development, as well as administering and management of all phases of the Design-Build planning, procurement, design, and construction. | • Evaluate projects for Design-Build suitability  
• Collaborate with the Chief Engineer regarding project selection  
• Manage the Design-Build procurement process  
• Advertise the PNA for all Design-Build projects  
• Advertise the RFQ for Low Bid and Best Value selection method; receive and facilitate the evaluation of SOQ and issue the selection of finalists or shortlist notification  
• Coordinate with FHWA, as necessary, to obtain authorizations and/or concurrence to advertise the RFP  
• Advertise the RFP for the Low Bid and Best Value selection methods and issue any necessary amendments  
• Receive technical proposals for the low bid selection methods  
• Facilitate the letting, award, and execution of the Design-Build contract  
• Facilitate one-on-one meetings and the ATC process for best value  
• Receive price and technical proposals, facilitate the evaluation of technical proposals and facilitate the opening of price proposals for best value  
• Provide debriefing information, if requested  
• Facilitate the procurement process for OID consultant resource needs, including Program Management Consultant (PMC) and General Engineering Consultant (GEC)  
• Facilitate reviews of all Design-Build submittals  
• Proactively communicate with other GDOT offices, local governments, and FHWA  
• Develop and maintain Design-Build procedures, guidelines, template contracts, and related documents  
• Serve as a resource to the industry and local governments regarding Design-Build delivery  
• Administer the construction phase of the Design-Build contract  
• Approve Design-Build Team invoices and any supplemental agreements/change orders |
| State Construction                  | Support the development of the Design-Build Documents. In addition, provide oversight and audits during the administration of the Design-Build Documents. | • Participate in development activities of the Design-Build Documents that include lane closure-related specifications, informal constructability reviews, review of construction-related ATCs, and evaluating contract durations  
• Serve as construction SME to OID  
• Provide oversight to OID in the processing and execution of supplemental agreements/change orders  
• Provide oversight of audit functions |
| Construction Bidding Administration (CBA) | Advertise NTCs on Bid Express™                                                                 | • Issue the NTC                                                                                           |
GDOT’s Office of Innovative Delivery has used a staff augmentation delivery model to help the agency develop Design-Build projects and GDOT has current and previous contracts for PMC and GEC services. Building on this proven approach, GDOT has expanded the augmentation model to allow for a stronger owner with limited staff having the PMC assume some traditional GDOT roles, responsibilities, and authorities. GDOT now holds program-level contracts for programmatic PMC, GEC, and Construction Engineering and Inspection (CEI) services. Depending on the size and complexity of the Design-Build project, GDOT may enter into a separate GEC contract for specific Design-Build projects in the program. The PMC shall act as the owner’s representative, to the extent allowable and desirable, with GDOT retaining key authorities. The PMC may lead work activities that were previously handled by GDOT staff. The PMC’s detailed roles and responsibilities are developed and coordinated with other offices. PMC SMEs maintain close ties with GDOT offices.

GDOT roles and responsibilities are outlined in Table 1.3 above.

Programmatic PMC roles and responsibilities may include:

- Program management, oversight, and administration
- Procurement management
- Program and project controls
- Programmatic studies and analyses, project management and administration
- DB and P3 Procurement
- Quality management
- Construction management
- Disadvantage Business Enterprise (DBE) mentoring and program oversight
- Communications and outreach
- Mega project management team(s)
- Toll systems integration coordination
- Risk management
- Ability to fill other roles as requested

Programmatic GEC roles and responsibilities may include:

- Project studies and analyses
- Procurement support
- Scoping
- Right-of-way plans
- Environmental and costing plans
- Pre-scoping and early schematics
- Design oversight – submittal review
• Expert engineer
• Owner’s construction engineering and inspection (OCEI)
• Ability to fill other roles to backstop

Programmatic CEI roles and responsibilities are:
• Construction management and oversight

Roles and responsibilities of the GEC assigned to each project may include:
• Corridor GECs (Full Delivery)
  o Project studies and analyses
  o Procurement support
  o Scoping
  o Environmental and costing plans
  o Pre-scoping and early schematics
  o Design oversight – submittal review
  o Construction management and oversight – OCEI
• Corridor GECs (Partial/Post-Let Delivery)
  o Procurement support (optional)
  o Environmental and costing plans (optional)
  o Design oversight – submittal review
  o Construction management and oversight – OCEI
• ROW and Utilities GEC
  o ROW/Utilities Program Acquisition Plan
  o Early parcel acquisition support and coordination – Early utility/RR coordination
  o Parcel appraisals, negotiations, agreements, and relocation assistance

Design-Build Team roles and responsibilities are:
• Final design
• QC/CEI (if applicable)
• Construction
1.8 FHWA Involvement

Federal involvement is required on federal-aid projects, projects linked to a federal-aid highway project, or projects assigned to full federal oversight. The Federal Highway Administration (FHWA) policies and procedures for Design-Build projects are defined in 23 CFR 636 (Design-Build Contracting). Also refer to the GDOT Construction Manual for FHWA involvement.

1.8.1 Reporting

Following the TRC’s evaluation of technical proposals and prior to award of the Design-Build project, the OID-PM will prepare a letter generally describing the project’s Design-Build procurement process, as well as the results of the TRC evaluation. The OID-OA will provide the letter to GDOT’s Bid Review Committee and the FHWA Georgia Division Administrator for Projects of Division Interest (PoDI) projects. Table 1.4: Design-Build Procurement Summary Letter identifies those elements that should be included in the letter.

Table 1.4: Design-Build Procurement Summary Letter

<table>
<thead>
<tr>
<th>One Phase Low Bid</th>
<th>Two Phase Low Bid</th>
<th>Best Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection method</td>
<td>Selection method</td>
<td>Selection method</td>
</tr>
<tr>
<td>General procurement schedule</td>
<td>General procurement schedule</td>
<td>General procurement schedule</td>
</tr>
<tr>
<td>Environmental document type</td>
<td>Environmental document type</td>
<td>Environmental document type</td>
</tr>
<tr>
<td>Qualifications package criteria</td>
<td>All Proposers submitting an SOQ</td>
<td>All Proposers submitting an SOQ</td>
</tr>
<tr>
<td>Proposers submitting price proposals</td>
<td>Qualified or shortlisted Proposers</td>
<td>Shortlisted Proposers</td>
</tr>
<tr>
<td>Determination of responsiveness</td>
<td>Proposal criteria</td>
<td>Technical proposal criteria</td>
</tr>
<tr>
<td>Proposers submitting a Proposal Package and Price Proposal</td>
<td>Weighting of the Price Proposal and Technical Proposal</td>
<td></td>
</tr>
<tr>
<td>Determination of responsiveness</td>
<td>Proposers submitting a Price Proposal and Technical Proposal</td>
<td></td>
</tr>
<tr>
<td>Determination of responsiveness</td>
<td>Proposers’ overall scores</td>
<td>Determination of responsiveness</td>
</tr>
</tbody>
</table>

1.9 Conflict of Interest

The Design-Build program includes numerous projects to be designed and built throughout the State of Georgia under a management structure that potentially involves the use of multiple consulting firms in a variety of management and project delivery arrangements. Much of the work to be performed by the consulting firms may extend into coordination, reporting, and oversight and management activities
related to fiscal, technical, right-of-way coordination, third party coordination, and other disciplines with varying levels of input from GDOT and other local governmental agencies. The size and uniqueness of the Design-Build program makes it more likely that individual firms will work in multiple districts and may have pre-existing work, local knowledge, or complex relationships that could give the appearance of a conflict of interest or raise a question regarding their ability to act in an impartial manner. The activity level of the work in the Design-Build program may be on a large scale at any particular time, making coincidental and inadvertent conflicts more likely.

Existing statutory and administrative regulations for State agencies regarding conflicts of interest shall continue to govern the actions of GDOT. Effectively managing and implementing the Design-Build program necessitates that all parties recognize that conflicts may occur, and there should be increased reasonable efforts to prevent, mitigate and, where feasible, remedy conflicts to the fullest extent possible. A non-exclusive list of regulations and other prescriptive information regarding conflicts of interest is listed below:

- O.C.G.A §45-10-1, et seq. (Codes of Ethics and Conflicts of Interest)
- GDOT Policy 3A-17 (Code of Conduct Pertaining to Conflict of Interest in the Award and Administration of Contracts)
- GDOT Policy 4020-1 (Procurement, Contract Development and Management of Professional Services for Architectural and Engineering Work)
- GDOT Policy 7115-2 (Sub-Recipient Monitoring Policy)
- 23 CFR 636.116 (What Organizational Conflict of Interest Requirements Apply to Design-Build Projects?)
- 49 CFR 18.36(b)(3) (Procurement Standards for Grantees and Subgrantees; Conflicts of Interest)
- FTA Procurement Circular 4220.1F

Areas of potential conflicts include, but are not limited to the following:

1. Persons employed by or in ownership of consulting firms with a position of influence, financial interest or other interest in any other business that provides goods or services for projects where that interest may be in direct or apparent conflict with the best interests of the project.

2. Persons associated with officers or employees of consulting firms that may have a position of influence, financial or other interest in any other business that provides goods or services. Such persons may be relatives or partners of those having a position of influence, financial or other interest in the consulting firm. Employees of GDOT and their immediate family members or impacted local government who are in a position of influence regarding a project may not be involved with or have any such relationship with a contractor, consultant, or Design-Build Team member.

3. Consultants and/or subconsultants under contract with GDOT for PMC or GEC services:
   
   a. Shall have no position of influence, or financial or other interest in any consulting firm retained by the State or local government for the implementation or execution of any phase of any Design-Build project(s). The Program Manager Consultant (PMC) or General
Engineering Consultant (GEC) management team shall maintain the highest level of transparency and accountability; therefore, at GDOT’s discretion, subconsultants may be excluded from participation on any team for future Design-Build projects. Such exclusions may be warranted in the event that the presence of the contracted team member might provide an unfair advantage to a Proposer for an advertised Design-Build project.

(b) Who assist GDOT in the preparation of Design-Build Documents will not be allowed to participate as a Proposer. However, GDOT may determine that there is not a conflict of interest for a consultant or subconsultant where: 1) The role of the consultant or subconsultant was limited to providing preliminary design, reports, or low-level documents that will be incorporated by reference into the Design-Build Documents, and did not assist in the development of Instructions to Proposers or evaluation criteria; or 2) All documents and reports prepared by and delivered to GDOT by the consultants or subconsultants are made available to all Proposers.

(c) Who assist GDOT with the management of Design-Build project(s) and/or the Design-Build program will not be allowed to be voting members of any Design-Build TRC or conflict committee, other than to provide impartial assistance and facilitation of the procurement process.

GDOT’s guidelines for soliciting Design-Build contracts, as well as any related Design-Build support service contracts with respect to conflicts of interest are listed below:

(1) GDOT will reference State statutes or policies concerning conflicts of interest in the Design-Build Contract documents, as well as any related contracts for engineering services, inspection and/or technical support.

(2) In soliciting for Design-Build services, the responsibility shall be placed solely on the Proposer to proactively identify and divulge to GDOT any known or discovered conflicts or potential conflicts, both direct and indirect, and/or appearances of conflicts. The same responsibility shall carry forward, contractually, throughout the services provided to GDOT by the awarded Design-Build Team.

(3) Upon being selected for Design-Build services, the Design-Build Team will be required to complete a Conflict of Interest Disclosure form prior to execution of the Design-Build contract.

(4) GDOT may take actions up to and including rendering a Proposer non-responsive, and/or dismissal or disqualification when GDOT determines a Proposer has not been forthcoming.

(5) GDOT shall at all times reserve the right to investigate and declare a conflict of interest by a Proposer or Design-Build Team, and may take actions that it deems appropriate as allowed by law, rules, or guidelines. These actions may include, but are not limited to, issuing a warning prior to services, interacting with a Proposer or Design-Build Team as part discussing/granting a remedy, and/or immediate dismissal of the Proposer or Design-Build Team. At no time shall a Proposer or Design-Build Team be allowed to continue services when known conflicts are present without such corrective actions being taken.

(6) GDOT shall endeavor in its actions to be reasonable, consistent and act in good faith in issuing: notices, warnings, grants of remedy, disqualifications, dismissals, and declarations of a conflict of interest.
(7) Where a conflict is identified by a Proposer (contractor or consultant) or Design-Build Team, the conflict must immediately be reported by the Proposer or Design-Build Team to the OID-OA. The disclosure must include a proposed course of action to remedy any identified conflict(s).

(8) If GDOT becomes aware of a conflict, the OID-OA will notify the Proposer or Design-Build Team and request a response to the OID-OA, including the Proposer or Design-Build Team’s proposed course of action to remedy any identified conflict(s).

(9) A Conflict Committee of qualified GDOT personnel will be established to include a representative from the Offices of Legal Services and Transportation Services Procurement (TSP), and OID. Other GDOT personnel may be added as necessary. The Conflict Committee will determine whether the Proposer’s or Design-Build Team’s proposed course of action for remedy is accepted or rejected. A rejection may result in termination of the services currently being performed. In their evaluation of services being procured, GDOT’s TRC may make a determination regarding apparent conflicts; however, the TRC will be instructed to forward these determinations and any discovered apparent conflicts or questionable areas to TSP.

When a potential Conflict of Interest situation arises, the following procedures apply:

1. The disclosure of a potential conflict of interest must be submitted in writing to the OID-OA. The disclosure may be submitted by a contractor, consultant, or a member of the Design-Build Team. The disclosure must include a detailed course of action to remedy any identified conflict(s).

2. If any GDOT employee has reason to believe that a contractor, consultant, or Design-Build Team member has failed to disclose a potential organizational conflict properly, the employee must promptly notify the OID-OA.

3. The Conflict Committee will convene as expeditiously as possible to determine if an actual or perceived conflict exists and to determine if appropriate avoidance or mitigation measures shall be implemented.

4. The OID-OA will provide the Conflict Committee’s recommendation(s) in writing to the Chief Engineer for concurrence.

5. The OID-OA will provide the final response in writing to the affected parties.

The risk for an organizational conflict of interest can be reduced by proactively addressing these issues. As part of this effort, GDOT will acknowledge in the PNA and RFQ which contractors or consultants are known to have a conflict of interest. However, this disclosure may not address all of the real or perceived conflicts that may exist at the time of the solicitation. Therefore, the guidelines provided in Section 1.9 Conflict of Interest should be followed.

In most cases, any consultant who prepares any portion of the PNA, RFQ, or RFP; develops the costing plans; performs work on the Design-Build project for other key stakeholders; or provides oversight work on the Design-Build project will not be allowed to participate as a Proposer or join a Design-Build Team as a key team member. For consultants preparing any portion of work for development of the project, the work must have been completed, and the consultant must provide...
Design-Build Manual

GDOT with all records of work performed so that all information can be made available to all Proposers. Consultants that do not meet these criteria may request a waiver from OID-OA. If a waiver has been granted, then the consultant must disclose in the SOQ and/or Technical Proposal all the work performed in relation to the project.

1.10 Yearly Reporting Requirements

Section 32-2-81, O.C.G.A., requires a yearly report on the use of Design-Build contracting process for each fiscal year. Specifically, O.C.G.A. § 32-2-81 (f) states, “Not later than 90 days after the end of the fiscal year, GDOT shall provide to the Governor, Lieutenant Governor, Speaker of the House of Representatives, and chairpersons of the House and Senate Transportation Committees a summary containing all the projects awarded during the fiscal year using the Design-Build contracting method. Included in the report shall be an explanation for projects awarded to other than the low bid proposal. This report shall be made available for public information.”

Additionally, Board Rule, 672-18-.13 states, “The report shall include, but not be limited to, the project number, county, project description, name of Design-Build Team awarded the project, awarded amount, selection method, and an explanation for any projects awarded other than low bid.”

Listed below is the process for completing the yearly report:

1. By August 1 of each year, the OID-OA is responsible for preparing letters for the Governor, Lieutenant Governor, Speaker of the House of Representatives, and chairpersons of the House and Senate Transportation Committees as per the requirement set forth in Section 32-2-81, OCGA and Board Rule 672-18-.13

2. The letters will include the fiscal year summary report as an attachment that identifies the Design-Build projects awarded in the previous fiscal year, as well as the project number, county, project description, name of Design-Build Team awarded the project, awarded amount, selection method, and an explanation for any projects awarded other than low bid.

3. The Chief Engineer will review and then route the letter to the Commissioner’s Office for signature.

4. The OID-OA will place a signed copy in the Project file.

5. The OID-OA will coordinate adding the report on the Design-Build webpage for public information.

Board Rule 672-18-.13, states, “Design-Build contracts that are part of a separate Public Private Initiative or P3 are not included in this summary and are outside this Rule.” Refer to O.C.G.A. § 32-2-80, as well as Board Rule 672-17, for P3 requirements.
# Chapter 2. Pre-Advertisement Activities - Contents

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Chapter 2. Pre-Advertisement Activities

This chapter provides a general overview of the project development activities that are necessary to develop a Design-Build RFP and related Reference Information Documents (RID). In many respects, the development of a Design-Build project is similar to the development of a traditional Design-Bid-Build project as described in GDOT’s Plan Development Process (PDP). The chapter is also intended to highlight those activities in Design-Build delivery that carry a higher risk probability of impacting scope, schedule, and budget.

2.1 Project Development

For Design-Build projects, the planning, concept development, and environmental process activities generally follow the traditional Design-Bid-Build process as described in GDOT’s Plan Development Process (PDP). The preliminary engineering aspects for Design-Build projects typically stop at the staff-approved concept report and costing plans; however, the amount of design developed may vary from project to project.

For Design-Build projects, sufficient preliminary engineering should be performed to adequately determine right-of-way limits, identify potential environmental impacts, determine permitting requirements, develop the project scope, and define project requirements in the RFP.

However, progressing preliminary engineering too far potentially limits the innovation of Proposers and may add risk to GDOT. The following tables include planning, project management, and third party-related activities that should be considered by the OID-PM during the development of the RFP.

The OID-PM must collaborate with all affected GDOT offices during the identification of risks, development of mitigation strategies and the overall development of the RFP for a Design-Build project.

Table 2.1: Project Development Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Activities</td>
<td>GDOT’s project programming and scheduling process identified in Chapter 4 of GDOT’s Plan Development Process (PDP) is largely unaffected by the decision to use Design-Build delivery.</td>
</tr>
<tr>
<td></td>
<td>If the funding year for a Design-Build project needs to change to accommodate accelerated project delivery, the OID-PM will coordinate with the Office of Planning to ensure the funding is, or can be accurately reflected in the Statewide Transportation Improvement Program (STIP.)</td>
</tr>
<tr>
<td></td>
<td>If the local government, as defined in GDOT’s Local Administered Project (LAP) Manual, is responsible for any activities on a Design-Build project, the OID-PM will coordinate with the local government to ensure resources, and agreements such as the Project Framework Agreement (PFA) are, or will be, in place to ensure successful Design-Build delivery.</td>
</tr>
</tbody>
</table>

Table 2.1: Project Development Activities
Project managers of complex projects, both large and small, must ultimately optimize the available resources (time and money) with the technical performance needs of the project (design) while operating under both known and unknown constraints (context). Whereas this is a Design-Build Manual, larger and more complex Design-Build projects could have the potential to transition to P3 Projects, which are subject to a separate set of specific legal requirements as well as the requirements of new financing partners and funding models (financing). This manual is limited to Design-Build requirements and procedures and does not provide specific guidance related to GDOT’s P3 program.

Project complexity should be assessed in five key dimensions:

1) **Cost**: The cost dimension essentially quantifies the scope of the project in dollar terms. This dimension focuses on factors that affect cost growth, control, risk, and related issues and addresses how to plan for these management tasks during the preliminary stages and throughout project construction. Cost dimension factors are:
   - Contingency usage
   - Risk analysis
   - Estimate formation
   - Owner resource cost allocation
   - Cost control
   - Optimization's impact on project cost
   - Incentive usage
   - Material cost issues
   - User costs/benefits
   - Payment restrictions

2) **Schedule**: The project schedule is closely associated with the cost dimension. This dimension is affected by and directly affects the cost of the overall project, depending on the management and decision-making during the venture. The schedule dimension looks at variables such as the overall time/deadline, risk, milestones, control, and problems associated with managing and planning for issues that arise before and during construction. Schedule dimension factors are:
   - Timeline requirement
   - Risk analysis
   - Milestones
   - Schedule control
   - Optimization’s impact on project schedule
   - Resource availability
   - Scheduling system/software
   - Work breakdown structure
   - Earned value analysis
### Technical

The technical aspects of the project include all the typical engineering requirements. Issues identified for this dimension include design requirements, scope of the project, quality of construction, and the organizational structure of the owner undertaking the project. This area also includes items such as contract language and structure and the implementation of new technology for effective management of the project. Technical dimension factors are:

- Scope of the project
- Owner’s internal structure
- Prequalification of bidders
- Warranties
- Disputes
- Delivery methods
- Contract formation
- Design method
- Reviews/Analysis
- Existing conditions
- Construction quality
- Safety/Health
- Optimization impact on construction quality
- Typical climate
- Technology usage

### Context

The context dimension refers to all of the external factors that have an impact on project development and progress. These factors can be some of the most difficult to predict and plan for before and during construction. Context dimension factors are:

- Public
- Marketing
- Political
- Cultural impacts
- Owner
- Local workforce
- Jurisdictions
- Utility coordination
- Designer(s)
- Railroad coordination
- Maintaining capacity
- Resource availability
5) **Financing**: The financing dimension relates to the need for understanding the fact that the manner in which the Design-Build project is funded has an impact on the final scope of work. The owner must know how it will be paid for and integrate that knowledge into the project’s scope of work. The mechanics of the financing can have a direct impact on the project design, the speed with which it can be delivered, and the ability to achieve contextual requirements. One of the first steps in complex-project management is to identify available financing and the constraints inherent to the debt servicing process. Note that for Design-Build projects, under Georgia law, the DB Team may not bring financing to the Project. These Financing dimension factors are:

- Legislative process
- Uniformity restrictions
- Project manager financial training
- State, Local, and Federal funding

A complexity map is a visual tool to identify and understand the dimension(s) with the most complexity. A complexity map can help describe a project in terms of the five dimensions of 5 Dimension Project Management (5DPM). Steps in developing a complexity map are:

a. Consider factors that impact each dimension.
b. Score each dimension on a scale of 0-100 (normal project is 50).
c. Plot the project complexity.

The 5DPM complexity map helps the project team understand their project complexity which helps in resource allocation and tool selection. Project complexity maps are useful tools for organizational leaders to assign internal team members, develop effective procurement plans, advocate for project needs to state legislators and policy makers, and allocate financial resources in the most effective manner. The uses of complexity mapping are:

- Discussing critical project issues at early stage of project planning and project definition
- Shared understanding of complexity dimensions that are driving the project
- Rational resource allocation to maximize potential for project success
- Tracking project performance over time

The process of mapping the complexity of the project should happen several times during the course of project development as the complexity or source of complexity changes. As projects progress, the dynamics of the project change, particularly with complex projects. It is helpful to remap the complexity of the project several times throughout project duration to see where changes are occurring. This may help you to shift the resources for the project. Project managers should use an automated spreadsheet tool that was developed as one of the products of the SHRP 2 research project R101 to evaluate systematically the complexity of their projects.
### Define Critical Success Factors

It is important to gather information from all groups of people that will influence the outcome of the project. This will ensure that everyone involved with the project will have a clear understanding of what needs to be accomplished to have a successful project. Agreement on critical success factors facilitates further planning on resource utilization and action items.

Each project success factor should be:

- Measurable
- Justifiable
- Balanced between long- and short-term issues
- Addressing internal and external issues
- Integrated with multiple sources of complexity

Critical success factors can be imposed from several different individuals, organizations, community stakeholders, or project requirements. Once the project complexity map is understood, measurable project outcomes can be developed in each of the dimensions as well as the supporting documentation to track the project and who is responsible for each of the action items. There may be one or two success factors under each of the dimensions of complexity. The number of success factors should be relatively low, probably in the range of seven to ten factors. If project success comes to include everything desired by everyone, the success factors will not serve to guide project decisions and actions. This is one of the most important aspects of managing complex projects successfully because it sets the basis for decision-making throughout the project life cycle.

Critical success factors can vary widely by project; however, the inputs to define critical project success factors require the project management team to:

- Identify the legislative and political directives;
- Gather input from agency and project leaders;
- Estimate project resource requirements and determine if they are currently available;
- Assess community needs and influence over project feasibility; and
- Ascertain project characteristics.

In summary, this activity establishes higher-order critical project success factors than those typically formalized in a project mission statement or project charter, although they obviously should be related. The critical success factors form the basis for the complex-project management plan that must include specifics on responsibilities, schedules, actions, and interdependencies. One of the outcomes of the plan should be identification of resources to achieve success.

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Perform Comprehensive Risk Analysis

Implementation of risk analysis and mitigation plans at early stages of the project is critical to project success. Risk analysis must include clear and concise assignment of responsibilities and designated resources. Risk analysis must also include not only traditional cost and schedule issues but also context, environmental, and funding issues, such as those related to railroads, utilities, U.S. DOT Section 4(f), the National Environmental Policy Act (NEPA), appropriations, and capital bill allocation (use it or lose it funding).

Steps in performing comprehensive risk analysis are:

1) Assemble a project team with broad representation and expertise. Incorporate individuals with local knowledge, as well as those with organizational knowledge. Consider dedicated time for developing risk management plans. Consider using an outside facilitator.

2) Have the team brainstorm potential risk factors.

3) Have the team rank each potential risk factor by considering both likelihood and severity of the risk and the impact it will have on achieving project outcomes. Include discussions of both potentially negative and positive risks.

4) Develop mitigation strategies for each critical risk factor. Assign responsibility for tracking risk to a specific team member.

5) Identify project partners and other stakeholders that will have any impact on the issue or that can be influenced by the issue. The objective is to make sure the team is not trading one risk for another.

6) Allocate resources needed to support mitigation strategies. Also, consider contract language, incentives, and partnership agreements that reduce resistance to the mitigation strategy.

7) Have the project team meet frequently to update the risk management plan.

8) Integrate risk management decisions into cost estimates, project schedules, design scopes, the communication plan, and so forth.

The adequacy of risk management will be improved by following this advice:

- Start the process early.
- Include all major project team members in the process (owner, designer, and builder).
- Continually monitor the plan and update as needed.
- Have a two-way communication and information-sharing system that promotes consistent scanning for new and emerging risks.

CRAFT® (Comprehensive Risk Assessment for Transportation) software – currently in use at GDOT Office of Innovative Delivery – can be utilized as a tool for performing

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2 Guide to Project Management Strategies for Complex Projects (S2-R10-RW-2)
### Activity

Systematic risk analysis. Risk analysis outcomes will be used to develop aggressive mitigation plans including the possibility of re-allocating contingency within project segments or phases to prevent delays or cost increases. Early involvement from contractor groups or construction specialty review boards can be effective for input on means, methods, and material supply issues.

Risk analysis helps identify what can stop the project (constraint) versus what can slow the project down (resource limitation). Once the constraints have been identified throughout the project development and management process, they can be characterized. There are two different characterizations: speed bumps and roadblocks. Speed Bumps can be managed through creative approaches to resource limitations such as innovative financing, alternative delivery or procurement, or teaming arrangements, whereas roadblocks cannot be overcome with additional resources and require structural change. Roadblocks and speed bumps may be risks that need to be developed in a risk register or risk model as appropriate. Managing the roadblocks and speed bumps is really risk management. The key to overcome risk factors is innovation. Thinking outside the box should be the culture in the environment for managing complex Design-Build projects.

### Concept Layout and Concept Report

The concept layout and approved concept report is the basis for the development of the costing plans. The concept report is developed in accordance with GDOT’s Plan Development Process (PDP) and defines the basic parameters for the design and construction of the project.

The Design-Build Team may modify the preliminary horizontal and vertical alignments as long as they meet the requirements set forth in the environmental document and the RFP. In most cases all design changes must remain within the existing/proposed right-of-way as designated in the concept layout, approved concept report and approved environmental document. If changes are proposed by the Design-Build Team that require additional right-of-way or easements, or that are not cleared in the original approved environmental document, then the Design-Build Team may bear the risk associated with additional time and money necessary to acquire right-of-way and/or obtain the necessary environmental documentation. The RFP will provide clarification of the Design-Build Team’s risk related to right-of-way and environmental clearance.

For Design-Build delivery, the OID-PM must pay close attention when developing or revising the concept report to constructability, the need for Design Exception (DE) or Design Variance (DV), and identifying potential opportunities for innovation.

### Costing Plans (Cost Model and Financial Plan)

Costing plans are developed for most Design-Build projects. The exception is for projects with a well-defined scope and/or minimal right-of-way and environmental impacts. The level of completeness of the costing plans should be approximately 30 percent and should provide an adequate amount of detail necessary to quantify right-of-way, utility and environmental impacts. The costing plans are not intended to be the scope of work unless otherwise stated in the RFP. However, the costing plans are used as a basis for the scope of work and the environmental document.
### Chapter 2. Pre-Advertisement Activities

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<td>Understanding the financial model, where the funding is coming from, the sources of expenditures and the limitations placed on design and context flexibility imposed by available funding, is important to project success. The early cost model and finance plan should be prepared early in project development for complex projects. One reason is because complex Design-Build projects are often large in terms of dollars. Complex Design-Build projects also typically seem to have funding coming from a number of different sources. Beginning to realize and track this early is important. Given that multiple funding sources are increasingly common on large, complex, Design-Build projects, funding frequently drives the schedule and cost estimate. Therefore, the cost model and funding plan should be developed very early in the process, concurrently with assembling the project team and selecting project arrangements. Not only does the OID-PM need to know who is on the DB Team, he or she also needs to know how they will be paid. With complex Design-Build projects, the financial resources may drive the design solution rather than the other way around. The two key questions are: how much can we afford to build and when will the financial resources arrive. Therefore, understanding the financial requirements at an early point is critical. All currently available funding sources need to be evaluated. These sources should have a high degree of certainty. The next step is to compare the available amount of funding from the secured sources to the expected cost and scope of the Project. If the available resources are sufficient, the project team can incorporate the expected cash flows from the financial sources into the procurement plan and develop a relatively straight-forward cost model using standard project management tools, such as resource-loaded critical path method (CPM) schedules, earned-value analysis, or cash-balance-linked project draw schedules. However, if available funding resources are insufficient, the project team must look for additional external funding sources or adjust the project scope or develop a phased approach to fit available funding. The cost model will be built on a number of assumptions regarding the technical, financial, and schedule requirements of each major feature of work. Quantifying cost and time allows the OID-PM to benchmark the assumptions made early in the process and, then, manage the project to realize those assumptions. This act as a project control tool during early stages of the project and creates a baseline against which progress can be measured. Quantifying costs and time also acts to retard scope creep.</td>
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| Value Engineering (VE) Study | Section 1503(a)(3) of MAP-21 added a provision to 23 U.S.C. 106(e)(5) specifying that a VE analysis is not required for Design-Build projects. This provision supersedes existing provisions in 23 CFR Part 627. While not required, FHWA encourages conducting a VE analysis during the preliminary design phase of a Design-Build project if the Project meets the requirements described in paragraph 5a of this directive. Additionally, at the State level, O.C.G.A. § 32-2-41.2 omits projects delivered using the Design-Build delivery method, as defined in O.C.G.A. § 32-2-81, from the requirement to perform value engineering studies. |

**Value Engineering (VE) Study**

Section 1503(a)(3) of MAP-21 added a provision to 23 U.S.C. 106(e)(5) specifying that a VE analysis is not required for Design-Build projects. This provision supersedes existing provisions in 23 CFR Part 627. While not required, FHWA encourages conducting a VE analysis during the preliminary design phase of a Design-Build project if the Project meets the requirements described in paragraph 5a of this directive. Additionally, at the State level, O.C.G.A. § 32-2-41.2 omits projects delivered using the Design-Build delivery method, as defined in O.C.G.A. § 32-2-81, from the requirement to perform value engineering studies.
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<tr>
<td>Value Engineering Proposals (VEP)</td>
<td>VEP are used on Design-Build projects in accordance with GDOT Specification Section 104.08, when incorporated into the DBA.</td>
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</table>
| Environmental Document | If possible, the RFP should not be advertised until after the environmental process has concluded. The OID-PM should establish a Design-Build procurement schedule based on this assumption.  
In some cases, the RFP will be advertised prior to the conclusion of the environmental process, however GDOT’s current practice is that the Project will not be awarded until the environmental process has concluded, unless otherwise approved by the Chief Engineer.  
In the event GDOT determines that the Design-Build project will be procured and awarded prior to the approval of the environmental document, the requirements set forth in 23 CFR Part 636.109 will apply. In this case, the RFP will include a provision that prevents the Design-Build Team from proceeding with right-of-way acquisition, final design or construction activities prior to the approval of the environmental document, pursuant to 23 CFR 771.113(a). In addition, the RFP will include a provision ensuring that no commitments are made to any alternative being evaluated in the environmental process and that the comparative merits of all alternatives presented in the environmental document (including the no-build alternative) will be evaluated and fairly considered. Finally, the RFP will include a termination provision in the event the no-build or no action alternative is selected at the end of the environmental process.  
23 CFR 636.109 allows the agency to proceed with pre-qualifications, industry review and a Shortlist process before the environmental process is complete.  
The following are considered as environmental document approval: Categorical Exclusion (CE) classification, Finding of No Significant Impact (FONSI), or Record of Decision (ROD) along with GDOT’s authorization to proceed.  
The process to identify, complete and obtain approvals for the appropriate environmental document (e.g., EA, EIS, Georgia Environmental Policy Act (GEPA), etc.) for a Design-Build project is identical to the process for a traditional Design-Bid-Build project as described in GDOT’s Environmental Procedures Manual.  
At the time when a project is being evaluated for Design-Build suitability, the OID-PM will coordinate with GDOT’s Office of Environmental Services (OES) in order to fully assess the project’s risks and current schedule related to the environmental document and permitting activities.  
Where possible, and upon approval of OES and/or FHWA, documentation of any potential impacts based on the costing plans should be described in general terms (such as “up to” or “a maximum of” at each potential location). This may allow for minor |
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<td>Modifications</td>
<td>which reduce impacts without triggering major changes to approved environmental document.</td>
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<td><strong>The environmental document is a critical component of the delivery process. The Design-Build Team must understand the importance of this document, its contents and the risks associated with any changes that could result in an environmental reevaluation.</strong></td>
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<tr>
<td>Environmental</td>
<td><strong>Permits</strong></td>
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<td>Permitting</td>
<td>issues need to be addressed as early as possible. Development of timelines very early in the project life cycle for environmental, U.S. DOT Section 4(f), and other critical regulatory reviews is critical for successful projects. Flexible response mechanisms for permit issues, as well as flexible planning and design for minimal impact from permit issues, must be developed for complex project success, especially when uncertainty is high (e.g., geotechnical and subsurface conditions, State Historic Preservation Office (SHPO) sites). Information from the 5DPM process, as well as definition of critical success factors, provide insight into critical permit issues that may have a potential negative impact on cost, schedule, technical scope, context, or financing. Also, permit issues may be identified in risk analysis. Steps in dealing with critical permit issues are:</td>
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<td>1) From the 5DPM, identify the critical permit issues that must be resolved before design can be completed and construction can begin: To be effective, identifying critical permit issues should be implemented in the very early stages of planning, preferably before alignments have been finalized and irreversible design decisions have been made.</td>
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<td>2) Discuss potential major regulatory issues with responsible agencies and utilize flexible designs to minimize the impact of potential points of conflict with permitting agencies (e.g., be responsive to their concerns): Critical permit issues need to be evaluated as soon as possible in the development of the process. If permits cannot be obtained immediately, it is recommended that the design is flexible enough to be changed if necessary.</td>
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<td>3) Make early contact with regulatory agencies responsible for permits to communicate and coordinate submittal and approval schedules. Investigate the potential for phased permitting, simultaneous reviews, fast tracking, etc.: Talking to the regulatory agencies should begin as soon as possible to let them know that GDOT will be needing a permit for the project soon.</td>
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<td>4) Ensure that submittal packages are coordinated, complete, and timely: The task of obtaining the permits should be assigned to a specific person so there is one point of contact.</td>
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<td>The OID-PM will coordinate with OES as early as possible to identify all potential environmental permit(s) that may be required. If a preliminary meeting with regulatory agencies to discuss possible permit requirements is appropriate, then the OID-PM will coordinate with OES who will facilitate such a meeting.</td>
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<tr>
<td>To allocate contract</td>
<td>To allocate contract risk properly, GDOT should evaluate each anticipated permit and determine if the permit should be obtained in advance of the RFP or by the Design-Build Team. Items that should be evaluated include schedule risks (time needed to obtain permit), potential for permit modification (design changes by the Design-Build Team), and risks associated with third-party reviews that are outside the Design-Build Team’s or GDOT’s control.</td>
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<tr>
<td>risk properly, GDOT</td>
<td>Permits with low risk of modifications should generally be obtained in advance (if the letting schedule allows) to accelerate the Design-Build Team’s schedule after Letting.</td>
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<td>should evaluate</td>
<td>Permits that require coordination with third parties should be coordinated with the respective agency in advance of RFP advertisement. Consideration should be given to identifying in the RFP a general timeframe(s) for permit review periods.</td>
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<td>anticipated permit</td>
<td>The Design-Build Team will often be responsible for obtaining environmental permit(s) based on their accepted final design. The Design-Build Team will often assume the risk of obtaining the permit and also responsible for mitigating any impacts. The OID-PM must ensure the RFP clearly delineates the Design-Build Team’s scope of services with respect to environmental permitting.</td>
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<td>and determine if the</td>
<td>Streams and Wetlands GDOT will identify the stream/wetlands within the project area prior to the advertisement of the RFP. When possible the stream/wetland delineation(s) should be verified by the U.S. Army Corps of Engineers (USACE) prior to advertising the RFP by obtaining a Jurisdictional Determination (JD). This will define the limits of streams and wetlands within the project area for all Proposers and minimize potential conflicts in delineation after letting. In addition, a State waters determination letter should be obtained prior to the advertisement of the RFP.</td>
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<td>permit should be</td>
<td>Contaminated Materials Contaminated materials investigation is required prior to advertising the RFP. Unless the risks can be quantified during Design-Build procurement; the testing, handling and disposal of contaminated materials should not be included in the Design-Build Team’s price proposal. If previously unidentified contaminated materials are discovered during the design and construction of the project; the testing, handling and disposal of the contaminated materials will be either paid for under a supplemental agreement to the Design-Build Team or by GDOT procuring a separate entity to perform such work.</td>
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<td>obtained in advance</td>
<td>Noise Analysis and Noise Barriers A noise analysis, if required, will be performed per GDOT’s Environmental Procedures Manual. This analysis will be accomplished prior to the completion of the environmental planning process.</td>
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<td>of the RFP or by the</td>
<td>Feasible sound barrier locations should be identified in the RFP along with decibel reduction requirements for areas requiring sound barriers. If necessary, the RFP should include requirements that the Design-Build Team shall design and construct the final sound barriers to meet decibel reduction requirements of the noise analysis. The RFP will include available noise barrier type(s).</td>
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<td>Design-Build Team</td>
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<td>Activity</td>
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| **Right-of-Way** | The performance of all right-of-way services will be in full compliance with 42 U.S.C. 4601 et seq. (the “Uniform Act”); Title 49 CFR Part 24 Uniform Relocation Assistance and Real Property Acquisition for Federal and Federally-Assisted Programs; Title 23 CFR Part 710 Right-Of-Way and Real Estate; all relevant State laws including, but not limited to, Georgia Code Titles 22 and 32; and in accordance with GDOT’s Right-of-Way Manual of Policies and Procedures.  
The OID-PM will coordinate with GDOT’s Office of Right-Of-Way as early as possible to identify all potential right-of-way impacts, determine acquisition schedule, determine Phase I/II site assessment needs, and to discuss the entity best suited to acquire the right-of-way.  
Sufficient right-of-way must be acquired to accommodate the Project. The acquisition of right-of-way and easements are traditionally the responsibility of GDOT, but this responsibility may be transferred to the Design-Build Team when necessitated by the project schedule.  
In the event that GDOT will acquire the right-of-way, the RFP must include the date(s) whereby GDOT anticipates obtaining title and possession. This approach will mitigate the potential schedule risk to the Design-Build Team and will allow the Design-Build Team to plan the work adequately.  
GDOT may delegate responsibility for right-of-way acquisition to the Design-Build Team. The Design-Build Team will be required to develop right-of-way plans and other pre-acquisition information necessary to complete a right-of-Way package, as well as complete an appraisal of all impacted parcels. Legal work (such as closings and condemnation filings) will be conducted by the assigned Special Assistant Attorney General (SAAG). However, the Design-Build Team will be responsible for retaining the court coordinator to assist the assigned SAAG. |
| **Utilities** | The OID-PM will coordinate with GDOT’s Office of Utilities as early as possible to identify potential utility impacts and risks, and discuss a timetable to obtain Subsurface Utility Engineering (SUE) plans and the utility Memorandum of Understanding (MOU) from each of the utility owners. In the event that the likely impact to utility owners is low for the project, GDOT’s Office of Utilities may grant a SUE waiver in which case GDOT’s “white lining” specification will be required. Refer to Attachment 10 Design-Build Utility Coordination White Paper for more information.  
It is worth noting that even when contractual responsibilities for coordinating right-of-way and utilities are assigned to the Design-Build team, it is the owner agency and general public that ultimately suffer if right-of-way and utility (including railroads) issues are not integrated into the overall project. Determination of the required involvement in right-of-way and utilities should be based on the critical project success factors. Paying additional design staff to assist railroads and utilities with design reviews or planning can be an option for project success. To the extent possible, it is important to incorporate right-of-way, railroads, and utilities as project partners (rather than |
adversaries) and to develop win-win solutions to issues involving potential delay or cost increases.

The interaction of these constraints will result in schedule delays if not managed properly. In other words, the involvement of utilities and right-of-way holders may have some flexibility in staffing, incentives, early coordination, and so forth that can minimize potential schedule impacts. Involvement of utilities and right-of-way holders can help manage schedule impacts, which are created by cost and technical constraints. Steps in determining involvement in right-of-way and utilities are:

1) From the complexity analysis and the comprehensive risk analysis, identify potential negative project impacts from poorly integrated right-of-way, utility, or railroad conflicts.

2) Discuss major information and integration needs with right-of-way, utilities, and railroads. Hold early discussions with individuals who are empowered to commit the organizations to action.

3) Recognize potential organizational or goal conflicts and discuss mutually beneficial options openly (i.e., look at issues from the other party’s viewpoint).

4) Allocate project resources (staff, money, support software, etc.) to the right-of-way, utility, or railroad as needed to facilitate integration into overall project objectives and success.

5) Assign a team member specific responsibility to track communication and integration progress with each right-of-way, utility, or railroad partner.

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<td>Geotechnical Investigation</td>
<td>GDOT should obtain as much geotechnical investigation data as possible prior to the RFP advertisement, and provide this data as information only to Proposers in order to minimize risk(s) associated with subsurface conditions. GDOT should also provide to Proposers as information only all existing and readily available soils reports, BFIs or WFIs from prior projects that were in the Design-Build project’s vicinity. GDOT should not provide interpretive reports except for the final pavement design. If feasible, Proposers should be allowed to perform additional borings during procurement to further minimize risk.</td>
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<tr>
<td>Pavement Design</td>
<td>Pavement design(s) for all permanent roadways, ramps, shoulders and multiuse paths shall be designed in accordance with GDOT’s Pavement Design Manual and must be approved by GDOT’S Pavement Design Committee. GDOT should provide the approved pavement design(s) in the RFP. The pavement design should include minimum pavement section, pavement type, and subbase. Pavement designs for temporary work are the responsibility of the Design-Build Team. The use of ATCs to modify permanent pavement designs will be evaluated by GDOT on a case-by-case basis.</td>
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| Survey Database                  | The Project’s survey database shall be developed in accordance with GDOT’s Automated Survey Field Manual. GDOT should obtain and provide in the RFP as
### Activity

### Action

Information only the approved survey control package and accepted survey database file. The level of the survey and mapping file should be adequate to support completion of the environmental document and to support preliminary engineering. The Design-Build Team will perform final design surveying and any construction staking.

### Design Exceptions and Design Variances

Any DEs and DVs necessary to design and construct the Project identified in the approved concept report and costing plans should receive general approval from the Chief Engineer and the FHWA (if applicable) prior to advertising the RFP. In addition to the general approval, any mitigation measures that will be required of the Design-Build Team should be identified and included as scope requirements in the RFP. A list of the approved and acceptable DEs and DVs should be listed in the RFP. Final preparation of the design exceptions and/or design variances will be completed by the Design-Build Team’s Engineer of Record and final approval will be completed by the Chief Engineer and the FHWA (if applicable).

If a DEs or a DVs is identified after the Project is let and there is mutual agreement as to the benefit to the Project between GDOT and the Design-Build Team for approving the change, then the Design-Build Team’s Engineer of Record will prepare the DEs or DVs. In addition, an appropriate credit for time and/or money must be considered as part of the DEs or DVs.

### Road Design

Road design criteria shall be defined within the RFP, using all applicable GDOT, American Association of State Highway and Transportation Officials (AASHTO), and FHWA related design guides and other GDOT standards and details that are current at the time of the RFP advertisement.

### Drainage

Preliminary drainage design should be performed as part of the costing plans to determine potential right-of-way and environmental impacts, as well as permit requirements.

### Hydraulic Study

GDOT should consider performing preliminary hydraulic studies prior to the RFP advertisement in an effort to mitigate some risk(s). Final hydraulic analysis will be completed by the Design-Build Team.

Depending on the scope of the work, it may be appropriate to coordinate and/or obtain a no-rise certification letter from the local issuing Authority.

The OID-PM must coordinate with GDOT Bridge Office to discuss available hydraulic data, Design-Build scope of services, and possible early coordination with the local authorities and/or Federal Emergency Management Agency (FEMA).

### MS4

Preliminary Municipal Separate Storm Sewer Systems (MS4) analysis should be completed for all projects that fall within MS4-compliant counties prior to the RFP advertisement. This analysis should be done to ensure the Project can be constructed with the existing/proposed right-of-way and that the environmental document footprint
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<tr>
<td>Erosion Control</td>
<td>Erosion control requirements will be in accordance with the National Pollutant Discharge Elimination System (NPDES) Permit. The Design-Build Team is typically responsible for preparing and submitting the Erosion and Sedimentation and Pollution Control Plans (ESPCP), and submitting the Notice of Intent (NOI) to EPD for review and comment. In addition, the Design-Build Team typically is responsible for paying the related NOI fee. GDOT will typically not review ESPCP for Design-Build projects.</td>
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<tr>
<td>Structures</td>
<td>Allowable structure types and allowable foundations need to be determined and identified in the RFP. The approximate geometrics of the structure(s) should be established by providing a Plan and Elevation (P&amp;E) drawing sheet(s) of each structure identifying its type, size, and location (included in RID documentation). If the structure(s) will be constructed so as to not preclude a future project then the future project parameters must clearly be stated in the RFP. During the development of the RFP, the OID-PM will consult with the GDOT Bridge Office to discuss allowable structure types, possible opportunities for innovation, allowable foundation types, maintenance considerations, opportunities to expedite the work (detour or accelerated bridge techniques), hydraulic considerations, allowable wall types, etc.</td>
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<tr>
<td>Aesthetics</td>
<td>If aesthetic components are included as part of the Project, they should be clearly defined in the RFP. This includes identifying wall and bridge treatments, including their color(s) and patterns. The requirements may include diagrams depicting desired features, scope requirements or scoring parameters as part of a best value RFP. The diagrams should not include dimensions of features that will unnecessarily shift design risk back to GDOT. The RFP may include aesthetic alternatives to reduce costs and allow for innovation. Aesthetic aspects need to be coordinated with the affected stakeholders prior to release of the RFP.</td>
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<td>Signals and Roundabouts</td>
<td>Traffic engineering (signal or roundabout) justification reports should be completed prior to advertising the RFP. Any changes to the intersection design proposed by the Design-Build Team that require modification to this report will be completed by the Design-Build Team. If roundabouts are being used, a peer review should be completed prior to RFP advertisement. GDOT should obtain signal permit(s) prior to advertising the RFP. This applies even if a conditional permit approval is obtained prior to the RFP advertisement in which case a revised permit would be prepared by the Design-Build Team during the final design phase.</td>
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<tr>
<td>Signing</td>
<td>The OID-PM should work with GDOT Traffic Operations to determine any material requirements, special designs and/or additional signs that vary beyond the requirements of the Manual on Uniform Traffic Control Devices (MUTCD) and GDOT Signing and Marking Guidelines. These additional requirements should be identified in the RFP.</td>
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<tr>
<td>Intelligent Transportation System (ITS)</td>
<td>Identification of the existing ITS infrastructure should be obtained prior to the RFP. In addition, liquidated damages should be considered in the event the existing ITS system is potentially affected by a Design-Build Project. Preliminary ITS layouts should be prepared prior to issuing the RFP and provided as part of the RID. Scope requirements for the ITS elements should be established in the RFP and written to ensure the requirements of GDOT’s Office of Traffic Operations and those of the GDOT Transportation Management Center (TMC) are met. The OID-PM is responsible for this early coordination.</td>
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<tr>
<td>Maintenance of Traffic</td>
<td>Although the Design-Build Team is responsible for developing the staging and traffic control plans, sufficient preliminary engineering should be completed to define the required minimum traffic control requirements and restrictions on lane closures. These traffic control requirements/restrictions should be identified in the RFP as available work hours or available lane closure parameters and should have liquidated damages associated with violations of these requirements/restrictions.</td>
</tr>
<tr>
<td>Transportation Management Plan (TMP)</td>
<td>The RFP should include a preliminary draft TMP. The OID-PM must coordinate with GDOT’s Office of Construction in an effort to provide as much scope definition as possible. The preliminary draft TMP will be provided in the RID. The Design-Build Team will prepare the final TMP for GDOT’s and FHWA review (if applicable). In some cases, FHWA may provide a waiver of the TMP. In this case, the OID-PM must obtain approval of any waiver prior to advertising the RFP.</td>
</tr>
<tr>
<td>GDOT Standards and Details</td>
<td>GDOT approved standards and details, current at the time of the Project’s RFP advertisement, are to be used on Design-Build Projects. If the Design-Build Team elects to make changes to a standard or detail; the change(s) must be shown to be equal or better, and must be approved by GDOT. If changes occur after issuance of NTP 3, then the GDOT construction project manager must coordinate with the OID-PM. GDOT’s Office of Design Policy and Support is responsible for approving any changes to the standards and details.</td>
</tr>
<tr>
<td>Equal Employment Opportunities (EEO)</td>
<td>Refer to GDOT’s EEO webpage found at <a href="http://www.dot.ga.gov/PartnerSmart/Business/Pages/EEO.aspx">http://www.dot.ga.gov/PartnerSmart/Business/Pages/EEO.aspx</a>.</td>
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3/1/18
### Table 2.2: Project Management

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<tr>
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<th>Action</th>
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<tbody>
<tr>
<td><strong>CPM Schedule</strong></td>
<td>Although not appropriate for every Design-Build Project, consideration for the Design-Build Team developing and maintaining the Project’s schedule using the Critical Path Method (CPM) should be considered on all Design-Build projects. The CPM schedule will serve as the schedule of record, and is intended to track the Design-Build Team’s progress on a monthly basis. The OID-PM should coordinate with GDOT’s Office of Construction regarding the merits of using a CPM schedule on the Project. As a general rule, the CPM schedule should be used for more complex projects, best value projects, projects with multiple critical paths, and projects utilizing incentive clauses. The CPM schedule should not be used for one phase low bid projects, less complex projects, or those projects where the risk of completing the project on time is low.</td>
</tr>
<tr>
<td><strong>Quality Management (Design)</strong></td>
<td>The Design-Build Team is the Engineer-of-Record and is responsible for quality control and quality assurance of the design-related submittals. It is GDOT’s or its designee’s role is to verify that the design meets the requirements of the contract and to audit the Design-Build Team’s quality process. Prior to providing GDOT with any submittals, the Design-Build Team is required to perform a quality check of the submittal. If the submittal is incomplete or contains substantial errors, GDOT will reject the submittal.</td>
</tr>
<tr>
<td><strong>Quality Management (Construction)</strong></td>
<td>The role of the Design-Build Team is different than with traditional Design-Bid-Build contracts. Design errors or ambiguities identified in the field are the responsibility of the Design-Build Team to correct. The quality management process for construction on Design-Build projects is essential for the Design-Build Team to implement.</td>
</tr>
<tr>
<td><strong>Cost Management</strong></td>
<td>Design-Build contracts typically include lump sum pay items for which payments are made to the Design-Build Team based on the percentage completion of activities defined within the Schedule of Values. The Design-Build Team will submit an invoice and progress report at regular intervals which are used to determine progress payments based on the percentage of work completed for each schedule of value activity. GDOT’s testing and inspection documentation will be used to validate that the work on each paid activity has occurred.</td>
</tr>
<tr>
<td><strong>Co-Location</strong></td>
<td>Co-location is encouraged on multi-year complex projects, which requires a large degree of coordination between the Design-Build Team and GDOT design oversight staff. On less complex projects, alternative forms of design coordination are encouraged, e.g., regularly scheduled meetings. Before the start of the Project, the advantages and disadvantages of project team co-location must be discussed. Some compromise may be necessary, but having the whole team together most of the time may increase the odds of achieving critical project success</td>
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<td>Activity</td>
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<td></td>
<td>Particularly on multi-jurisdictional (e.g., bi-state) projects, placing a dedicated, empowered, representative project team in a common location may be critical to project success. The co-location strategy for the Design-Build Team may be considered in later project stages.</td>
</tr>
<tr>
<td></td>
<td>Team co-location is used because the technical complexity of the project makes it necessary (and justifies the cost of co-location) to maintain close communication between the owner, designers, and contractor to guarantee that cost and schedule constraints are met. Therefore, co-location is recommended for complex Design-Build projects when technical complexity warrants the increased cost of co-location in return for improved cost and schedule controls.</td>
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<tr>
<td></td>
<td>Steps in establishing a co-location strategy are:</td>
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<tr>
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<td>1) Identify the possible need for co-location and evaluate costs and benefits.</td>
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<tr>
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<td>2) If co-location is warranted, identify which project team members should be included in the co-location.</td>
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<tr>
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<td>3) Identify viable physical locations for co-location and arrange for necessary technology upgrades (e.g., voice or data lines, audio/visual, satellite, high-speed internet) and space build-out (e.g., offices, conference rooms, storage).</td>
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<tr>
<td></td>
<td>4) Develop contractual agreements on payment for space improvements, lease payment, terms and duration of co-location, and other administrative details.</td>
</tr>
<tr>
<td>Public Information</td>
<td>Because the designing, staging, and scheduling of the Project are the responsibility of the Design-Build Team, shifting additional public outreach responsibilities to the Design-Build Team is encouraged with support from GDOT. On complex projects with heavy public involvement, requiring the Design-Build Team to have a highly skilled public relations expert on staff is encouraged and will be identified in the RFQ and RFP. Press releases and direct contact with elected officials should remain the responsibility of GDOT. Stakeholder needs and concerns are frequently the driver in developing design options and project delivery methods on complex Design-Build projects. Extensive public outreach is required for project success, particularly for complex Design-Build projects. Public involvement early in the planning phase can be important in mitigating public disruption (such as with self-detour planning) and dissatisfaction. Open, timely communication and a commitment to promises are the best response to public concerns or inquiries. Public relations specialists can be retained to serve as points of contact. Neighborhood meetings with open agendas and mechanisms should be held to solicit feedback. Public communication plans must also be developed very early in the planning process and continued until the completion of construction.</td>
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<tr>
<td></td>
<td>If context uncertainty or complexity creates a potential impact on cost and schedule factors, the use of public involvement plans should be considered to manage the process of external communication and management of expectations. In addition, if innovative</td>
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financing is used, public involvement plans can be useful in educating the public as to the new methods employed on the project.

It is important to assign a person or group that will take responsibility for executing the public information plan. In this case, it is especially important that there is a single main point of contact for the public. While an entire team of agency personnel, consultants, contractors, etc. may be attending the community meetings to answer questions, it is important that the public has a limited number of people to contact with questions or concerns. If the public is given too many people to contact with various topics, they may become confused about whom to contact for which concerns. But if there is only one point of contact, that person can answer questions or direct the public to the correct person if they wish to speak with someone directly.

Steps in developing a public information plan are:

1) Identify key public stakeholders (from comprehensive risk analysis) and road users affected by the project.
2) Set up communication and information-sharing systems (e.g., public meetings, websites, newsletters, web cams, 411 phone links, mobile alerts, dynamic message boards).
3) Gather information on specific public stakeholder concerns and relay information to the project team (e.g., designers, builders, consultants).
4) Report back. The key to successful public involvement plans is frequent, targeted communication that is responsive to the concerns of public stakeholders. Be sure to design follow-up communications to address concerns raised in Step 3 or a rationale (such as budget constraints, funding limits) to explain why public concerns cannot be addressed.

Table 2.3: Third Party Agreements

<table>
<thead>
<tr>
<th>Activity</th>
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<tbody>
<tr>
<td>Project Framework Agreements (PFA)</td>
<td>If required, the PFA is to be prepared and negotiated prior to issuance of the RFP. A Design-Build contract will not be awarded until all agreements are signed.</td>
</tr>
<tr>
<td>Utility Agreements, Memorandum of Understanding, Utility Analysis Preliminary Routing Report and Coordination</td>
<td>Utility coordination must be performed in accordance with GDOT’s Utility Accommodation Policy and Standards Manual (UAM). Depending on the extent of utilities located within the project corridor, the preparation of utility agreements can be one of the more time-consuming processes of a Design-Build project. Consequently, GDOT should contact utility owners during the development of the RFP to plan activities, discuss the project, discuss risks and possible mitigation strategies, and to obtain MOUs.</td>
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<tr>
<td>Activity</td>
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<tr>
<td>SUE should be conducted for all Design-Build projects prior to the advertisement of the RFP. This preliminary SUE data will provide Proposers information necessary to assess the risk and determine an appropriate strategy to avoid or relocate an impacted utility.</td>
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<tr>
<td>Once the preliminary SUE plans are approved by GDOT, GDOT will facilitate a utility coordination meeting (referred to as a utility workshop) with all utility owners within the project limits. The goals of the utility workshop include:</td>
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<tr>
<td>• Discuss the scope of the project,</td>
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<td>• Distribute SUE plans to all utility owners within the project area limits,</td>
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<tr>
<td>• Distribute the Utility Analysis Preliminary Routing Report (UAPRR) to utility owners and ask that they provide additional information to supplement the MOU,</td>
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<tr>
<td>• Distribute the Memorandum of Understanding (MOU) to each utility owner and explain how it should be filled out.</td>
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<tr>
<td>GDOT will follow up with utility owners to execute MOUs, and to collect the UAPRR from each utility owner within the project limits. The executed MOUs and the UAPRRs will be included in the RFP.</td>
<td></td>
</tr>
<tr>
<td>The GDOT’s Public Interest Determination Policy and Procedure applies to all Design-Build projects. Therefore, each MOU will identify the entity that is responsible for the design and construction of the utility relocation(s). The UAPRR is used to provide Proposers with additional information not included in the MOU, such as estimated costs for design and construction, material requirements, and the estimated number of days to complete the relocation.</td>
<td></td>
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<tr>
<td>On Design-Build projects, the Design-Build Team is responsible for utility coordination and completing most tasks typically performed by the District Utilities Engineer for Design-Bid-Build projects. Utilities are one of the most critical risks on Design-Build Projects. It is essential that GDOT provide as much clarity in the RFP to identify the scope requirements of the Design-Build Team. In addition, it is essential that Proposers understand the related risks during the RFP Phase, and evaluate options to avoid utility impacts.</td>
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<tr>
<td>Railroad Agreement</td>
<td>If a Design-Build project is expected to impact a railroad, the OID-PM must coordinate as early as possible with GDOT’s State Utilities Railroad Liaison Engineer and during the development of the RFP. In addition, the impacted railroad owner(s) should be consulted during the development of the RFP to collaborate on the likely impact to the railroad, as well as Design-Build Team’s scope of services.</td>
</tr>
<tr>
<td></td>
<td>The OID-PM and GDOT’s State Utilities Railroad Liaison Engineer will ensure that the Design-Build Team is adhering to the scope of services with respect to railroad coordination and will provide guidance, as necessary, during the administration of the Design-Build contract.</td>
</tr>
<tr>
<td></td>
<td>Railroad agreements are similar to other third-party agreements, but often require long lead time to finalize. For this reason, discussions with railroads should be initiated as</td>
</tr>
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</table>
Activity | Action
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 | early as possible in the project, and agreements with railroads should be in place prior to issuance of the RFP. The Design-Build contract should recognize potential impacts to schedule and cost due to the unpredictability of railroad participation. Key railroad requirements, including the railroad’s involvement, authority and review times, should be identified in the RFP.

2.2 Design-Build RFP Review

The OID-PM is responsible for developing the RFP (refer to Section 3.6 Request for Proposals (RFP)). The OID-PM will utilize the RFP templates (refer to Attachments 13 through 19) to develop the project-specific RFP. GDOT’s Office of Engineering Services will facilitate the Design-Build RFP review. If costing plans are to be provided to Proposers as information only, then the costing plans should also be included in the Design-Build RFP review.

The Design-Build RFP review should typically be held approximately four (4) to five (5) months prior to the RFP Advertisement. This will allow enough time for the revised RFP and cost estimate to be submitted to GDOT’s Office of Engineering Services who will review and finalize the Design-Build cost estimate.

Listed below is the general process necessary to request and conduct the RFP Review:

1. The OID-PM must coordinate with GDOT’s Office of Engineering Services as soon as a Design-Build project is identified to discuss the following:
   a. Project description;
   b. Anticipated Design-Build scope of services;
   c. The Design-Build procurement schedule (RFP advertisement duration);
   d. Anticipated date of the request for the Design-Build RFP review.

2. The OID-PM will prepare a RFP review request letter (refer to Attachment 12 Design-Build RFP Review Request Letter Template) for the OID-OA to transmit to GDOT’s Office of Engineering Services. The RFP package should include at a minimum the following:
   a. RFP (ITP, Design-Build Agreement, Volume 2 and Volume 3);
   b. Costing plans (if included in the RFP);
   c. CES estimate (the construction cost estimate and the Design-Build cost estimate); and
   d. Any other project related data that will form the basis of the scope.

3. GDOT’s Office of Engineering Services will schedule the Design-Build RFP review meeting, facilitate the meeting, compile comments into a report, distribute the report, and coordinate with FHWA, as applicable.
4. The OID-PM will facilitate the preparation of responses to all comments and provide them to GDOT’s Office of Engineering Services.

5. The OID-PM will revise the RFP package (including costing plans as necessary) per the approved report.

### 2.3 Design-Build Cost Estimate

Design-Build projects typically include “design complete” and “construction complete” pay items. In addition, other costs necessary to deliver a Design-Build project should also be considered. These may include, but are not limited to, utility relocation costs (for those utility relocations that are included in the Design-Build scope of services), any management or technical support-related costs, engineering and inspection, stipulated fee, third party agency costs, and/or risk contingencies.

Estimated expenditures for the Project must be quantified over time. The assigned OID-PM needs to create an estimated expenditures model for the Project in different phases of development over time. Expenditures should be categorized as costs related to various aspects of a Design-Build project:

- Preliminary Engineering (PE)
- Right-of-Way
- Construction

Estimated resource needs for the Design-Build program must be characterized for the Design-Build project and the entire Design-Build program. There are several consultant fees that need to be estimated:

- PMC fee
- GEC fee
- DB Team final design
- CEI fee

These estimates are made for each Design-Build project in each fiscal year of the Design-Build program. Detailed estimates to conduct some or all of these services needed for the Design-Build project must be identified in the expenditures model that will be developed for the project. These breakdown estimates show the anticipated project cash flow over time. In aggregate, these estimates will be rolled up to define an expenditure model for the whole Design-Build program.

**The OID-PM must evaluate overall delivery costs at the time a project is being considered for Design-Build delivery. After the project is approved for Design-Build delivery, the OID-PM must continue to manage the overall costs necessary to deliver the Project. This includes ensuring that the funds programmed in the Construction Work Program (CWP) and the STIP are adequate.**

The Office of Innovative Delivery constantly looks for opportunities to optimize the project expenditure plan at the program level. For instance, any opportunity for balancing project funding with project expenditures will be examined to determine the most desirable project execution path in the Design-Build
program. Project-related costs will be summarized in an integrated expenditure model at the program level that shows project estimates in different phases (PE, Right-of-Way, and Construction) over time. The model provides a platform for conducting scenario (what-if) analysis at the program level to identify the best execution strategy with the lowest overall cost and the shortest delivery time for the entire Design-Build program. Program-level cash flow analysis:

- Enhances coordination between the Office of Planning and the Office of Innovative Delivery
  - Ensures consistency of project expenditure profile with the TIP/STIP program
- Serves as an easy-to-understand platform to communicate project financing and funding decisions to policy makers and the public
- Supports decision-making about the prioritization of project funding
- Helps the agency analyze several funding scenarios and project schedule options
- Enables tracking project’s estimated costs versus actual expenditures

Listed below is the general process necessary to develop the Design-Build cost estimate:

1. At the time when a project is being evaluated for Design-Build delivery, the OID-PM must obtain the following information:
   a. Current construction cost estimate (based on Design-Bid-Build delivery); and
   b. Current programmed costs in the CWP and STIP for each phase of the work.

2. At the time when a project is being evaluated for Design-Build delivery, the OID-PM must also develop an estimate of all costs necessary to deliver the project using Design-Build contracting. These costs may include, but are not limited to the following: utility relocation costs, management or technical support-related costs, engineering and inspection, stipulated fee, third party agency costs, and/or risk contingencies.

3. During the development of the RFP, the OID-PM must monitor and make the necessary modifications to the Design-Build cost estimate.

4. Prior to submitting the RFP review request to GDOT’s Office of Engineering Services (refer to Section 2.2 Design-Build RFP Review), the OID-PM will ensure that two cost estimates are developed for the Project in GDOT’s Cost Estimation System (CES) tool (refer to CES Cost Estimating Documents found on GDOT R.O.A.D.S webpage):
   a. A detailed Design-Bid-Build construction cost estimate based on reasonably assumed quantities using typical GDOT Design-Bid-Build pay items; and
   b. A Design-Build cost estimate which includes the following: design complete, construction complete, workzone law enforcement (if applicable), and training hours (if applicable).

5. Following the RFP review, the OID-PM will make necessary revisions and submit the revised RFP along with the populated CES estimate to GDOT’s Office of Engineering Services who will review and finalize the project’s final cost estimate.
6. GDOT’s Office of Engineering Services will submit the final cost estimate to the OID-PM who will verify that all related delivery costs are included.

7. The OID-PM will route the final cost estimate to GDOT’s Office of Financial Management to request authorization to let the project.

**Note:** For Design-Build projects, it is imperative that the OID-PM coordinate with GDOT’s Office of Engineering Services Estimating Division during the development of the RFP. Extra time may be required by GDOT’s Office of Engineering Services to develop a final Design-Build cost estimate particularly due to the uniqueness and varying levels of completeness of the costing plans.

### 2.3.1 Design to Budget

Routine projects initially quantify their scope of work around the design loads. Complex projects often must limit the scope of work to the available funds. Often Design-Build projects have tight budgets that cannot be increased. Designing to the budget can ensure that GDOT does not exceed the budget. Designing to budget is based on the assumption that funding is constrained and the cost of the project must remain within the available funding. This may require re-design, breaking the project into phases, or both, and suggests the need for strict cost control. Technical requirements will be made complex by the need to design current (funded) phases of the project to align with future phases that will be completed pending identification of funds. There may also be increased need for design exceptions. Steps in designing to budget are:

1. Identify available funding and other cost and schedule constraints that affect design options, including project phasing, initial project scope, and restrictions on various sources of funding.
2. Establish maximum budget and schedule and develop design options intended to remain within those maximum values.
3. Confirm cost and schedule values early in the design process and update frequently to ensure that design and scope remain within the constraints. Look at alternative project delivery, early contractor involvement, or use of preconstruction service consultants to help achieve project success.
4. Use a tracking log for design exceptions required to maintain project cost and schedule and begin the approval process for design exceptions early. Communicate all requests for design exceptions early and track them.

Clearly communicate cost and schedule constraints and financing limitations to external stakeholder groups so that expectations for project outcomes or viability of other design options are managed appropriately.

This shift requires designers to be innovative and is facilitated by the use of co-location of the design team with the owner and construction team, as well as the use of flexible design criteria. Sometimes on complex Design-Build projects GDOT may need to establish flexible design criteria so the project can be designed using innovative design techniques.

Establishment of flexible design criteria is closely related to project cost, schedule, and quality performance (e.g., designing to a budget) as well as critical permit issues. Agencies rarely can allow design professionals unconstrained latitude to design whatever they would like. However, over-
constraining the design process may have a negative impact on project success criteria by summarily eliminating solutions to design problems that might support success toward critical project objectives. Flexible design criteria can minimize potential ROW, utility, and U.S. DOT Section 4(f) conflicts. Flexible designs can be achieved through use of design exceptions, need-based review and approval processes, performance specifications, and mechanistic designs. Use of flexible design criteria is recommended on complex design-build projects when technical complexity and constraints in other dimensions make use of standard designs and specifications impractical.

Steps in establishing flexible design criteria are:

1) Identify design constraints and potential conflicts (ROW, utility locations, historic neighborhoods, environmentally sensitive areas, etc.) that can be mitigated through alternative or innovative design approaches.

2) Catalog DEs or DVs required under each design option.

3) Articulate the rationale for DEs or DVs (use of performance specifications, mitigation of environmental impact, alleviation of ROW issues, etc.).

4) Set up a tracking and monitoring system to manage documentation, request, approval, and implementation of each DE or DV.

2.3.2 Identify and Evaluate Flexible Funding

If the cost, schedule, scope, and context represent relatively fixed and constrained factors, use of flexible funding may be the only option to advance the project. Use of flexible funding is recommended on complex Design-Build projects when few viable technical alternatives exist, contextual constraints are significant, and cost or schedule requires the need to move forward (i.e., the problems will only get worse if the project is put on hold).

Flexible funding contemplates the hunt for alternative sources of project funding outside the traditional state and federal-aid highway funding. It includes public options like Grant Anticipation Revenue Vehicle (GARVEE) bonds, infrastructure banks, and general obligation bonds. It also covers identifying new sources of public funding such as contributions from municipalities that would benefit from the complex project’s capacity.

Several alternative funding sources are available, including the following:

- GARVEE bonds
- Project phasing to leverage different sources of funding
- Increased federal funding match
- Local funding support for the project

Steps in evaluating flexible funding are:

1) Identify total expected project cost (planning, design, and construction). These numbers should come from a comprehensive cost model that has been built specifically for this purpose;

2) Identify available funds from typical sources (state program, federal aid, local resources) and any time constraints that are associated with each;
3) Analyze any funding gaps; and
4) Identify potential funding sources for gap financing including debt.

2.4 Design-Build Schedule

The OID-PM must evaluate the Design-Build delivery schedule early in the development of the RFP, as it is a critical component to the delivery of the project. Just like constructability considerations, the ability to achieve a logical sequence of work by the Design-Build Team needs to be considered by the OID-PM and other GDOT SME’s. These activities of the Design-Build Team may include final design, permitting, utility coordination/relocation activities, traffic control restrictions, construction activities, and any other project specific activities.

The use of A+B contracting should also be considered by the OID-PM for each Design-Build project, but its use should only be based on the ability of A+B to ultimately achieve the project’s delivery goals. Incentive/disincentive clauses should also be considered by the OID-PM during the development of the RFP.

Where appropriate, the Design-Build Team should seek out opportunities to phase construction activities, and the RFP should not restrict the phasing of such activities. While there are inherent risks with this approach, an expedited delivery schedule can be achieved if properly coordinated by the Design-Build Team.

Listed below is the general process to prepare a preliminary Design-Build schedule during the development of the RFP which will be used as a basis to establish the project’s time component:

1. The OID-PM will develop a schedule that accounts for the design and construction-related activities specific to the Design-Build project. This schedule should include final design activities, permitting activities, work restrictions, weather days, and other project-specific scope activities. The development of this preliminary schedule should occur as early in the RFP development process as possible. The OID-PM will coordinate with the necessary GDOT SMEs, or other resources, in order to develop this schedule.

2. The OID-PM will coordinate with GDOT’s Office of Construction to discuss the schedule, logic and if the use of A+B contracting or incentive/disincentive clause is to be used.

3. The OID-PM will prepare a schedule recommendation letter. The OID-OA will review and transmit it to GDOT’s Office of Construction.

4. GDOT’s Office of Construction will take the schedule under advisement when establishing the contract duration.
2.5 Industry Forums and Design-Build Workshops

An industry forum is used periodically by GDOT to engage industry groups and potential Design-Build Team members on a specific project. The industry forum is typically conducted after the issuance of the PNA but prior to the issuance of the RFQ. The purpose of the forum is to discuss a project’s anticipated scope, schedule, and risks, and to receive industry feedback. Interested Proposers are encouraged to participate. Any information provided at the industry forum is provided for information only. Announcements for the industry forum will be included in the PNA and on GDOT’s Design-Build webpage.

Other meetings may include Design-Build workshops which are used periodically by GDOT to discuss a number of topics that may include, but is not limited to GDOT’s Design-Build program, utility coordination, schedule development and/or risk mitigation. Announcements for Design-Build workshops are found on GDOT’s Design-Build webpage.

Finally, any entity interested in learning about Design-Build delivery at GDOT may contact the OID-OA whose information is found on GDOT’s Design-Build webpage.
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Chapter 3. Advertisement Activities

This chapter is intended to provide an overview of Design-Build related advertisement activities, as well as describe the related procurement sites utilized for the One Phase Low Bid, Two Phase Low Bid and Best Value selection methods.

3.1 Websites and SharePoint Sites

GDOT uses several websites to provide information about the Design-Build program, as well as to advertise the PNA, advertise the NTC, advertise the RFQ, advertise the RFP, and to provide project-related information to Proposers.

3.1.1 GDOT's Design-Build Webpage

GDOT’s Design-Build webpage is intended to provide the industry with the most current information about the program and the projects. The information typically includes:

- The Design-Build Manual
- Board Rules
- A list of awarded Design-Build projects (name, County, awarded Design-Build Team, contract value)
- A list of approved Design-Build projects (name, County, anticipated dates for PNA, RFQ, RFP, and Letting)
- Contract document templates
- Fiscal Year Design-Build summary reports
- Design-Build letting proposals (for awarded projects)
- Other resources such as presentations and industry outreach material
- A link for the industry to send GDOT feedback or questions about the Design-Build program

3.1.2 Georgia Procurement Registry

The Georgia Procurement Registry (GPR) is used to advertise the PNA and the RFQ for all Design-Build selection methods. The GPR search functions will locate any advertised PNA or RFQ. Each user is encouraged to register with GPR in order to receive email notification upon a solicitation being posted. Listed below are the steps necessary to locate the PNA and RFQ through the GPR:

1. Access GPR by clicking Georgia Procurement Registry link.
2. Select the desired “Event Status.”
3. Select “State Government” as the “Government Type.”
4. Select “Transportation-2, Department of” as the “Government Entity.”
5. Select the desired “Sort List By” function, and click “Search.”
3.1.3 SharePoint Site

During the PNA and RFQ advertisement phase for all Design-Build selection methods, GDOT’s Design-Build public SharePoint site is used to provide available information to Proposers such as a project synopsis (which provides more detail regarding anticipated scope of services), available project meeting minutes, approved concept report (if available), and/or project layouts (if available). A reference and directions to access the SharePoint site for each project will be included in the PNA and RFQ.

During the RFP advertisement phase for the One Phase Low Bid and Two Phase Low Bid (all qualified) selection methods, the GPR is used for the official copy of the Design-Build Documents. The Design-Build public SharePoint site is used to post the RFP (unofficial) and Reference Information Documents (RIDs) that include, but are not limited to all available project-related information such as MicroStation files, InRoads files, approved Concept Report, geotechnical information, and traffic data. In addition, a Question and Answer (Q&A) spreadsheet is included and maintained.

The RFP for Best Value Design-Build selection method and Two Phase Low Bid (Shortlist) will be advertised by a secure GDOT SharePoint site. GDOT’s OID will provide to each Shortlisted Proposer the non-disclosure form and instructions necessary to access the secure GDOT SharePoint site.

3.1.4 Bid Express™

Bid Express™ is used to advertise the Notice to Contractors (NTC). GDOT will include the Design-Build advertisement notices in the NTC. The advertisement notices shall not be considered the “official” advertisement, but are provided as information only. The NTC will be provided at the time of the PNA issuance, and the NTC includes a brief description, a link to the GPR, and a tentative schedule. In addition, the NTC will be updated for Two Phase Low Bid and Best Value selection method on or before the RFP advertisement to provide a summary of Proposers eligible to provide a technical proposal and price proposal in response to the RFP.

The table below is intended to provide a high-level overview and anticipated schedule of advertisement activities.
Table 3.1: Design-Build Procurement Website Summary

<table>
<thead>
<tr>
<th>Procurement Activity</th>
<th>Best Value</th>
<th>Two Phase Low Bid (with Shortlist)</th>
<th>Two Phase Low Bid (all qualified)</th>
<th>One Phase Low Bid</th>
<th>Approx. Months Prior to Letting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Notice Advertisement (PNA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4-8 months</td>
</tr>
<tr>
<td>Notice to Contractors (NTC)</td>
<td></td>
<td>Posted on GPR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Posted with PNA and selection of finalist/short list notification</td>
</tr>
<tr>
<td>Request for Qualifications (RFQ)</td>
<td></td>
<td>Posted on GPR</td>
<td></td>
<td>Omitted for One Phase Low Bid</td>
<td>3-5 months</td>
</tr>
<tr>
<td>Selection of Finalists or Shortlist Notification</td>
<td></td>
<td></td>
<td></td>
<td>Omitted for One Phase Low Bid</td>
<td>2-4 months</td>
</tr>
<tr>
<td>Reference Information Documents (RIDs)</td>
<td>GDOT’s OID provides a link to only the Shortlisted Proposers</td>
<td>GDOT’s OID provides a link to only the Shortlisted Proposers</td>
<td>Posted on Design-Build public SharePoint site</td>
<td>Posted on Design-Build public SharePoint site</td>
<td>1-3 months</td>
</tr>
<tr>
<td>Request for Proposals (RFP)</td>
<td>GDOT’s OID provides a link to only the Shortlisted Proposers</td>
<td>GDOT’s OID provides a link to only the Shortlisted Proposers</td>
<td>Posted on GPR</td>
<td>Posted on GPR</td>
<td>1-3 months</td>
</tr>
</tbody>
</table>

3.2 Public Notice Advertisement

The Public Notice Advertisement (PNA) is intended to be an advanced advertisement of an upcoming Design-Build project. The PNA includes preliminary information that may include, but is not limited to the following:

- Tentative scope
- Anticipated schedule
- Anticipated consultant area classes that may be required in the RFQ
- Any unique or special contractor(s) or consultant(s) qualification or experience requirements
- List of contractor(s), consultant(s), or other entity known to have a Conflict of Interest who are, therefore, not eligible to participate as a Proposer or a participant on a Design-Build Team

Unless the PNA includes specific instructions regarding a restriction on communications, interested contractors and/or consultants may contact GDOT staff to obtain information on the upcoming Design-Build project.
Listed below is the process for developing and advertising the PNA:

1. At least three (3) weeks prior to GDOT’s issuance of the PNA, the OID-PM will obtain the most current PNA template from Transportation Services Procurement (TSP).

2. The OID-PM will populate data fields in the PNA with project-specific information. The PNA should disclose as much known information about the Design-Build procurement process, such that the industry can make an informed decision to pursue, as well as organize a team for the Design-Build project. Information may include, but is not limited to:
   a. Project number and county;
   b. Anticipated Design-Build scope and procurement schedule;
   c. Anticipated consultant area classes, and Statement of Qualifications (SOQ) evaluation criteria;
   d. Firms known to have a Conflict of Interest;
   e. Design-Build selection method;
   f. Anticipated Technical Proposal evaluation criteria (if known);
   g. Anticipated Stipulated Fee amount (if known); and
   h. Link to the Design-Build public SharePoint site where readily available project data and the project synopsis is located.

3. At least two (2) weeks prior to the scheduled PNA advertisement, the OID-PM will prepare the Procurement Request Form (PRF), and will provide the PRF signed by the OID-OA with the draft PNA to the Contracting Officer (OID-CO).
   a. Depending on the complexity or uniqueness of the project, the OID-PM or OID-CO may schedule a meeting to discuss the project.

4. At least one (1) week prior to the issuance of the PNA, the OID-PM will prepare the NTC and provide it to CBA.

5. At least one (1) week prior to the issuance of the PNA, the OID-PM will prepare a project synopsis, and will also collect readily available project information for posting on the Design-Build public SharePoint site.
   a. The project synopsis is intended to provide high level information regarding the information that is available on a project, and the general scope of services of the Design-Build team specific to activities such as roadway design, environmental permitting, Right-of-Way acquisition, geotechnical services, drainage, erosion control, and MS4.

6. On the scheduled date of GDOT’s issuance of the PNA:
   a. The OID-CO will post the PNA to the **GPR**;
   b. CBA will post the NTC to **Bid Express™**;
c. The OID-PM will upload the project synopsis and any readily available project information to GDOT’s Design-Build public SharePoint site.

Note: When developing the Design-Build procurement schedule (issuance of the PNA and RFP, as well as Low Bid lettings), the OID-PM must be familiar with GDOT’s Letting Schedule for Processing Projects which is located at [http://www.dot.ga.gov/PS/Business/Contractors](http://www.dot.ga.gov/PS/Business/Contractors).

This document provides the dates by which CBA receives, processes, and advertises the monthly NTC, and conducts the lettings. The OID-PM should coordinate the PNA advertisement date on the date that CBA advertises the monthly NTC. In the event that the PNA does not advertise per the regular NTC advertising schedule, the OID-PM must coordinate directly with CBA regarding a special notice.

### 3.2.1 Consultant and Contractor GDOT Prequalification

GDOT requires construction contractors, as well as architectural and engineering consultants, providing certain specialty services for GDOT to be prequalified for the work they are proposing to perform. For Design-Build projects, all contractors and consultants (including subcontractors and subconsultants) who perform work on a Design-Build project must be prequalified by GDOT.

For Two Phase Low Bid and Best Value selection methods, consultants and contractors who are included in the Proposer’s SOQ must be prequalified on or before the date the SOQs are due to GDOT.

For One Phase Low Bid, consultants and contractors must be prequalified by the date specified in the RFP (which is typically the date qualification packages are due to GDOT).

Refer to GDOT’s [prequalification webpage](http://www.dot.ga.gov/PS/Business/Contractors) for information regarding contractor and consultant prequalification.

### 3.3 Technical Review Committee

The GDOT Technical Review Committee (TRC) evaluates the Proposer’s SOQ in response to the RFQ and the Technical Proposals received in response to the RFP. The OID-OA will recommend the TRC members to the Chief Engineer for concurrence. The TRC should be made up of at least three (3) to five (5) individuals who have relevant subject matter experience related to the project.

The TRC is established according to the following procedures:

1. Prior to advertising the RFQ (preferably during the development of the PNA), the OID-PM will prepare a TRC recommendation letter (refer to Attachment 6 for Best Value and Attachment 8 for Two Phase Low Bid) and consult with the OID-OA. Suggested TRC members are as follows:
   a. Participants should include Office Heads or Assistant Office Heads; unless otherwise delegated by the responsible GDOT office. In this case, delegates must be limited to senior project manager-level (or equivalent) positions or higher.
b. The same TRC members for a project should review the SOQs and the Technical Proposals.

c. The TRC members should not be responsible for the review of ATCs with the possible exception of projects that include a highly-specialized technology component, in which case, GDOT reserves the right to allow TRC members to also review ATCs.

d. With concurrence from the Chief Engineer, the TRC may include non-GDOT employees, such as city and county representatives, for projects that include significant local financial participation. In this case, the person(s) must be a licensed engineer or hold a leadership position (e.g., Public Works Director) in a department with significant engineering roles, and may not be an elected official.

2. The OID-OA will provide the TRC member recommendation letter to the Chief Engineer for concurrence.

3. If the TRC needs to be changed at any time during the Design-Build procurement process, the OID-PM will consult with the OID-OA who will then obtain concurrence for any changes from the Chief Engineer.

3.4 Request for Qualifications

The Request for Qualifications (RFQ) is used by GDOT to determine the list of the most highly qualified Proposers for Two Phase Low Bid and Best Value selection methods. The RFQ outlines the minimum and desired qualifications for Proposers. GDOT should tailor the qualifications to each project based upon the delivery goal(s) and project risks. Proposers are required to respond to the RFQ with an SOQ.

Typical RFQ components are:

- Identification of Owner
- Project purpose/goals
- Project history
- Estimated project cost
- Selection schedule and key dates
- Type of competition
- Pre-submittal conference and selection process
- Key Personnel for the project
- Project description and scope including:
  - Major work components
  - ROW, Utility, ITS, Signal, etc.
• NEPA Status
• Owner and Stakeholder contact restrictions
• Other Key Project Issues
• Selection criteria including relative importance
• Basis for selection
• Submittal requirements, deadline, and address
• RFP schedule and key dates
• DBE goals
• Description of Design-Build business structure
• Sample of Agreement and General Conditions
• Requirement for interviews, if any
• Stipend involvement
• Stipend conditions
• Right-of-way acquisition role assignment

Certain RFP clauses that may be included in the RFQ are:

• Eligibility to submit a proposal if selected
• RFP schedule
• Restrictions on Q&A/clarifications
• RFP Submittal requirements
• Whether Alternative Technical Concepts will be allowed and type
• Method of: 1) selection criteria; 2) technical evaluation of proposals; and 3) panel recommendations and notices
• Quality Management Program requirements

For Two Phase Low Bid (Shortlist) and for Best Value, the results of the RFQ should be an **evaluation and a ranking of** proposers, not **qualify or disqualify** them. This is NOT a pass-fail approach. It is particularly important to understand that the goal of the RFQ phase is **NOT** trying to prequalify teams. Pre-qualifying is setting a minimum standard and then allowing anyone that passes the standard to compete for our project (this happens in the design-bid-build environment). The goal is to try to shortlist to the most qualified teams. RFQ phase is an opportunity for the owner to select the MOST HIGHLY QUALIFIED Design-Build teams to compete in the following phase. However, it needs to be emphasized that GDOT will strive to enhance competition in the RFQ process and hence, try to limit the work categories that it bases its shortlisted teams on if certain categories could limit the teams that could compete.
For Two Phase Low Bid (All Qualified), the RFQ sets the minimum standard and then allows anyone who passes the standard to compete for the project. This is a pass-fail approach.

Typical RFQ evaluation criteria are:

- Past Performance
  - Record of on-budget and on-schedule projects
  - Record of design and technical excellence
- Experience and expertise of firms
- Experience and expertise of key individuals including DBIA Certified Professionals
- Design-Build experience
- Experience in relevant project type(s)
- Organizational structure and management capabilities
- Project Understanding
- Design-Build Approach
- Internal quality assurance / quality control
- Team dynamics
- Quality management process
- Safety
- Financial capability
- Bonding, insurance, other due diligence

Some of these criteria are commonly in the pass/fail categories (e.g., safety, financial capability, bonding, insurance, and other due diligence), but the other areas are used to rank the competing teams based on:

- Experience and expertise of key personnel – usually in the RFQ it is asked for certain key personnel to be identified – those personnel will be individually scored for relevance to the project based on their past experience.
- Past performance on budget and schedule for similar projects
- Organizational structure
- Design-Build experience
- Other criteria as determined by GDOT
3.4.1 RFQ Development and Advertisement

Listed below is the process for developing and advertising the RFQ:

1. At least two (2) weeks prior to the RFQ advertisement, the OID-PM will obtain the most current RFQ template from TSP. The OID-PM will populate the RFQ data fields. The RFQ will provide Proposers information which may include, but is not limited to:
   a. Project number and county;
   b. Design-Build scope and procurement schedule;
   c. Consultant area classes, and SOQ evaluation criteria;
   d. Firms known to have a Conflict of Interest on the project;
   e. Design-Build selection method;
   f. Technical Proposal evaluation criteria (if known);
   g. Stipulated Fee amount;
   h. Restriction on communications;
   i. GDOT’s Point of Contact for Questions; and
   j. Link to the Design-Build public SharePoint site where readily available project data and the project synopsis are located.

2. For Two Phase Low Bid (Shortlist) and Best Value selection methods, the OID-PM will populate the evaluation criteria based which may include, but is not limited to the following combination of concepts whereby the TRC will score and rank each Proposer's SOQ:
   a. Prequalification requirements (evaluated on a pass/fail basis)
   b. Proposer organization and key personnel
   c. Project-related experience
   d. Project understanding
   e. Proposer's suitability
   f. General project approach (management techniques not specific to project elements)
   g. Past performance

3. For the Two Phase Low Bid (all qualified) selection method, the OID-PM will populate the evaluation criteria which may include, but is not limited to the following combination of concepts whereby the TRC will evaluate each Proposer's SOQ on a pass/fail basis:
   a. Prequalification requirements
   b. Proposer organization and key personnel
   c. Project-related experience
4. At least one (1) week prior to the RFQ advertisement, the OID-PM will schedule an RFQ development meeting with key individuals (which may include the TRC) to review items such as the Design-Build project’s goals, minimum prequalification requirements, evaluation criteria, tentative procurement schedule, and communications protocol. Following the RFQ development meeting, the OID-PM will make any necessary modifications to the RFQ and provide it to the OID-CO.

5. At least one (1) week prior to the issuance of the PNA, the OID-PM will revise the NTC and provide it to CBA.

6. On the scheduled date of GDOT’s issuance of the RFQ:
   a. The OID-CO will post the RFQ to the GPR;
   b. CBA will post the revised NTC to Bid Express™;
   c. The OID-PM will upload the project synopsis (if revised) and any readily available project information (if new information is to be added) to GDOT’s Design-Build public SharePoint site.

3.4.2 RFQ Clarifications

The clarification process allows GDOT to respond to Proposers’ questions during the RFQ advertisement period. Proposers will submit questions to the OID-CO in accordance with the requirements set forth in the RFQ. In addition, GDOT and/or FHWA may also generate clarification questions. GDOT-issued responses to clarification questions will be posted on the GPR and should be carefully drafted by GDOT for consistency and to ensure fair competition. Clarification responses are meant to clarify the RFQ but should not be used to materially change the RFQ. Material changes to the RFQ should be modified via the addendum process.

3.4.3 RFQ Addenda

RFQ addenda are generated by GDOT to modify the contents of the RFQ. Such addenda may be prompted by clarification questions submitted by Proposers, but may also be initiated by GDOT or FHWA. RFQ addenda are prepared by the OID-CO and posted on the GPR.

3.5 Statement of Qualifications

GDOT’s OID-CO issues the RFQ for Two Phase Low Bid and Best Value selection methods. The RFQ phase is omitted for the One Phase Low Bid selection method. Interested Proposers must submit an SOQ to the OID-CO per the requirements set forth in the RFQ. Each Proposer’s SOQ is evaluated by the TRC.

For the Two Phase Low Bid (all qualified) selection method, the TRC evaluates each Proposer’s SOQ to determine which Proposers meet the minimum requirements in accordance with the RFQ. For the Two Phase Low Bid (Shortlist) and the Best Value selection methods, the TRC evaluates each Proposer’s SOQ to determine a Shortlist of up to five (5) of the most qualified Proposers.
Listed below is the process for receiving Proposer’s SOQ, evaluating the SOQ, determining all qualified Proposers or the Shortlist of up to five (5) of the most qualified Proposers, and notifying Proposers of the results:

1. Proposers submit the SOQ to the OID-CO by the date and time listed in the RFQ.
2. The OID-CO will perform an initial screening of each SOQ to ensure that each Proposer meets the minimum requirements. In the event that a Proposer’s SOQ does not meet the minimum requirements, the OID-CO will notify the OID-OA.
3. After performing the initial screening, the OID-CO will facilitate an SOQ evaluation kick-off meeting with the TRC where the following takes place:
   a. The meeting should include all TRC members, any technical advisors (who may be used to provide input on the process) and process oversight committee members.
   b. The OID-CO will provide the TRC members with the material necessary to evaluate and score the SOQs. This may include a copy of the RFQ (including clarifications and addenda), the SOQ evaluation form, a conflict of interest form (if applicable), and a non-disclosure form (if applicable).
4. The TRC will perform an evaluation of each Proposer’s SOQ using the material provided by the OID-CO.
5. The OID-CO will facilitate a meeting with the TRC to receive the evaluation scores.
6. The OID-CO will compile the final results based on the TRC evaluation scores, and submit the results to the OID-OA.
7. The OID-OA will provide the Selection of Finalists or the Shortlist results to the Chief Engineer for concurrence.
8. The OID-CO will notify each Proposer of the Selection of Finalists or the Shortlist results, and will post the results on the GPR.
9. The OID-PM will revise the NTC to include the Selection of Finalists or the Shortlisted Proposers, and will provide it to CBA for posting on Bid Express™.
10. Following the SOQ evaluations, the OID-CO will collect all evaluation materials and SOQs from the TRC. The OID-PM will retain one copy of each Proposer’s SOQ.

Note: When a Shortlist is employed on a project, the points assigned to each Proposer will not carry forward to the RFP phase.

3.5.1 Selection of Finalists or Shortlist Notifications

Upon concurrence of the Chief Engineer of the Selection of Finalists or Shortlist results for Two Phase Low Bid (Shortlist) and Best Value, the OID-CO will notify each Proposer of the results. After notifying each Proposer, the OID-CO will post the Selection of Finalists or Shortlist results to the GPR. In addition, the OID-PM will revise the NTC to include the Selection of Finalists or the Shortlisted Proposers, and will provide it to CBA for posting on Bid Express™.
3.6 Request for Proposals

Functions of a Request for Proposals (RFP) are:

- *Communicate* knowledge and data relevant to the project that the Owner has assembled
- *Establish Owner’s* role with the Design-Builder in the RFP process and its responsibilities with the DB team after award
- Enable the Design-Builder to *clearly understand* its specific tasks and responsibilities for a specific project

The RFP outlines the contract requirements, project scope, project standards and instructions for responding to the RFP. The RFP is required on all Design-Build projects and is advertised for the One Phase Low Bid, Two Phase Low Bid, and Best Value selection methods. The following items should, at a minimum, be included in the RFP:

- Scope of Work;
- Selection method, and selection criteria including the Best Value weighting (if applicable);
- Stipulated Fee forms (if applicable);
- The Design-Build documents;
- Maximum allowable time to design and construct the project;
- Requirement that technical and price proposals be submitted as two separate packages;
- Requirements for a schedule;
- One-on-One meeting information and Alternative Technical Concept (ATC) submittal requirements (Best Value);
- Date, time, and location of the public bid opening;
- Costing Plans, if available, which are included as RIDs; and
- Other information relative to the project.

GDOT aims for the RFP to be complete, thorough, and universally understood. GDOT’s intent is to maintain consistency with the RFP between projects for each of the Design-Build selection methods, and will maintain current RFP templates on GDOT’s [Design-Build webpage](https://www.gdot.gov/design-bid-build). Although some content of the RFP will change based on the project-specific scope and risks, the RFP is generally structured to maintain consistency. The typical RFP structure is illustrated below:
Table 3.2: Typical Design-Build RFP Structure

<table>
<thead>
<tr>
<th>RFP Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructions to Proposers (ITP)</td>
<td>The ITP is not a contract document but outlines the procurement process, procurement schedule, One-on-One Meeting schedule (if applicable), ATC process (if applicable), evaluation criteria, and format for submitting technical and price proposals.</td>
</tr>
<tr>
<td>Volume 1 (Design-Build Agreement)</td>
<td>Volume 1 outlines the contract terms and conditions and becomes the contract on the project. Volume 1 also contains contract definitions and other requirements such as warranty clauses.</td>
</tr>
<tr>
<td>Volume 2 (Technical Provisions)</td>
<td>Volume 2 outlines only those project-specific requirements and is tailored specifically to each project.</td>
</tr>
<tr>
<td>Volume 3 (Programmatic Provisions)</td>
<td>Volume 3 contains standards that must be used on the Project. It is intended to be programmatic in nature, meaning this Volume is typically used for all Design-Build projects. This section includes GDOT Standards, Manuals, Technical Memorandums, Standard Specifications and Special Provisions.</td>
</tr>
<tr>
<td>Reference Information Documents (RID)</td>
<td>The RIDs are not a contract document but include background information to assist the contractor with designing the project.</td>
</tr>
</tbody>
</table>

3.6.1 RFP Development

Listed below is the process for developing the RFP for the One Phase Low Bid, Two Phase Low Bid and Best Value selection methods:

1. The OID-PM will obtain the most current RFP templates (refer to Attachments 13 through 19) for the applicable Design-Build selection method.
   a. The OID-PM should refer to Attachment 20 RFP General Development Guide when developing the project-specific RFP.
2. The OID-PM will collaborate with GDOT SMEs to update applicable portions of the RFP based on the project and the Design-Build selection method. The OID-PM must:
a. Pay special attention to the Submittals section of the RFP and tailor both the project specific Design-Build submittals and GDOT review times to the complexity of the project.

b. Engage all GDOT SMEs, including appropriate District personnel, during the development of the RFP.

c. Coordinate with the OID-CO and CBA when preparing the procurement schedule of activities.

d. Coordinate with EEO to obtain the project specific DBE goal.

e. Coordinate with District Construction for traffic control requirements and lane closure restrictions.

f. Coordinate with the locals for locally sponsored projects.

g. Ensure that the various risks, as well as the entity responsible for the risk, are clearly defined in the RFP.

h. Ensure scope clarity.

i. Consider when to be prescriptive on an approach or a design element, and when to be less prescriptive when alternative methods are available.

j. Refer to Section 3.8.3 Alternative Technical Concepts (ATC) as guidance for Best Value selection method.

3. The OID-PM will request GDOT’s Office of Engineering Services facilitate the Design-Build RFP Review (refer to Section 2.2 Design-Build RFP Review).

4. Following the Design-Build RFP review, the OID-PM will finalize the RFP.

### 3.7 RFP Advertisement (One Phase Low Bid and Two Phase Low Bid)

The RFP advertisement process for the One Phase Low Bid and the Two Phase Low Bid selection methods will be facilitated by the OID-CO.

Listed below is a general outline of the process necessary to advertise the RFP for One Phase Low Bid and Two Phase Low Bid selection methods:

1. The OID-PM is responsible for assembling the One Phase Low Bid and Two Phase Low Bid RFP (refer to Section 3.6.1 RFP Development).

2. The OID-PM will coordinate with the applicable GDOT offices to ensure that proper certifications or “conditional” certifications are provided to GDOT’s Office of Engineering Services.
3. For FHWA PoDI projects, the OID-PM will review the Project Stewardship & Oversight Plan and, if required, the OID-OA will request concurrence from FHWA to advertise the RFP at least three (3) weeks prior to advertising the RFP. The request will include the complete RFP package (refer to Attachment 22 FHWA Request for Concurrence to Advertise RFP (Best Value) Template). Upon receiving FHWA concurrence, the OID-OA will provide the RFP to the OID-CO for advertisement.

4. For State and exempt projects, the OID-OA will provide the RFP to the OID-CO for advertisement.

5. One (1) week prior to the RFP advertisement, the OID-PM will:
   a. Assemble the RID that will be posted on GDOT’s secure SharePoint site at the time of the RFP advertisement.
   b. Coordinate with the OID-CO to provide the Shortlisted Proposers with non-disclosure forms, which are required in order for Proposers to gain access to GDOT’s secure SharePoint site.

6. During the RFP advertisement phase, Proposers will submit questions to the OID-CO in accordance with requirements set forth in the ITP
   a. The OID-CO will forward all questions to the OID-PM to prepare responses.
   b. The OID-PM will consult with applicable GDOT SMEs when preparing responses to questions.
   c. The OID-PM will regularly post all questions and responses to the Q&A spreadsheet on GDOT’s secure SharePoint site.
   d. The OID-PM must actively manage the Q&A spreadsheet during the RFP advertisement phase.

7. If a modification to the RFP is required, the OID-PM will prepare an amendment request, consult with the OID-OA who will review the amendment request, and provide the request to the OID-CO for processing. Amendments will be provided to the Proposers as follows:
   a. The OID-CO will provide the Proposers a summary of the changes made to the RFP.
   b. A marked-up version of the RFP along with a clean, revised version of the RFP will be posted to the Design-Build secure SharePoint site for Two Phase Low Bid (Shortlist) and the GPR for One Phase Low Bid and Two Phase Low Bid (All Qualified).

### 3.7.1 Qualifications Package Requirements for One Phase Low Bid

In addition to the bid forms that Proposers submit per the requirements set forth in the RFP, a qualifications package is also required. The qualifications package contents and the date and time they are due to GDOT are included in the RFP.
During the development of the One Phase Low Bid ITP, the OID-PM must ensure that only those area classes necessary for the Proposer to perform the scope of services are being required (refer to Section 3.2.1 Consultant and Contractor GDOT Prequalification).

### 3.7.2 Proposal Requirements for Two Phase Low Bid

In addition to the bid forms that Proposers submit per the requirements set forth in the RFP, a signed certification is required to certify that the Proposers have read and shall adhere to the full requirements within the RFP.

The TRC will evaluate the Two Phase Low Bid submittals on a pass/fail basis for its compliance with the requirements set forth in the RFP.

### 3.8 RFP Advertisement (Best Value)

The RFP advertisement process for the Best Value selection method will be facilitated by the OID-CO.

Listed below is a general outline of the process necessary to advertise the RFP for the Best Value selection method:

1. The OID-PM is responsible for assembling the Best Value RFP (refer to Section 3.6.1 RFP Development).
2. The OID-PM will coordinate with the applicable GDOT offices to ensure that proper certifications or “conditional” certifications are provided to GDOT’s Office of Engineering Services.
3. For PoDI projects, the OID-PM will review the Project Stewardship and Oversight Plan and, if required, the OID-OA will request concurrence from FHWA to advertise the RFP at least three (3) weeks prior to advertising the RFP. The request will include the complete RFP package (refer to Attachment 22 FHWA Request for Concurrence to Advertise RFP (Best Value) Template). Upon receiving FHWA concurrence, the OID-OA will provide the RFP to the OID-CO for advertisement.
4. For State and exempt projects, the OID-OA will provide the RFP to the OID-CO for advertisement.
5. One (1) week prior to the RFP advertisement, the OID-PM will:
   a. Assemble the RID that will be posted on GDOT's secure SharePoint site at the time of the RFP advertisement.
   b. Coordinate with the OID-CO to provide the Shortlisted Proposers with non-disclosure forms, which are required in order for Proposers to gain access to GDOT's secure SharePoint site.
6. During the Best Value RFP advertisement phase, Proposers will submit questions to the OID-CO in accordance with requirements set forth in the ITP.
   a. The OID-CO will forward all questions to the OID-PM to prepare responses.
b. The OID-PM will consult with applicable GDOT SMEs when preparing responses to questions.

c. The OID-PM will regularly post all questions and responses to the Q&A spreadsheet on the GPR.

d. The OID-PM must actively manage the Q&A spreadsheet during the RFP advertisement phase.

7. If a modification to the RFP is required, the OID-PM will prepare an amendment request, consult with the OID-OA who will review the amendment request, and provide the request to the OID-CO for processing. Amendments will be provided to the Shortlisted Proposers as follows:

   a. The OID-CO will provide the Shortlisted Proposers a summary of the changes made to the RFP.

   b. The OID-CO will provide the Shortlisted Proposers a marked-up version of the RFP along with a clean revised version of the RFP to be posted to the GDOT’s secure SharePoint site.

3.8.1 Best Value Technical Proposal Evaluation Criteria and Weighting

Development of the Technical Proposal evaluation criteria needs to be a systematic, thorough process. The Technical Proposal evaluation criteria should be developed by GDOT based on the goals and/or risks of the project.

Listed below is the process for determining the Best Value Technical Proposal evaluation criteria, along with the respective weighting of the Price Proposal and Technical Proposal:

1. Prior to advertising the RFQ (preferably prior to the development of the PNA), the OID-PM will facilitate a meeting with the TRC (refer to Section 3.3 Technical Review Committee (TRC)) to develop the Best Value Technical Proposal evaluation criteria. General thoughts regarding the meeting are as follows:

   a. The OID-CO and the OID-OA must be in attendance.

   b. Technical experts or stakeholders should also be included to develop the evaluation criteria based upon the risks and goals of the project.

   c. Project goals and risks should be discussed, and the attendees should rank the criteria based upon the value provided to the project.

2. The Best Value Technical Proposal evaluation criteria should:

   a. Be clear, defensible and easy for the Proposers and public to understand;

   b. Not overlap scoring criteria in the SOQ, especially with respect to Key Personnel that have already been evaluated in the SOQ;
c. Focus on items that bring measurable value to the project;

d. Be tailored to the individual project; and

e. Avoid/minimize recycling criteria from project to project.

3. Technical Proposal evaluation criteria other than those items scored on a pass/fail basis shall be selected by their ability to add value to the project. The effects of the evaluation criteria on increasing the project’s cost should be considered by the TRC when selecting criteria and assigning technical point values. Potential Technical Proposal evaluation criteria may include the following:

   a. Project Schedule
   b. Impacts to the traveling public
   c. Aesthetics
   d. Project Management approach
   e. Public Involvement/Community Relations
   f. Environmental impacts
   g. DBE utilization
   h. Additional warranty of certain items
   i. Improved design criteria

4. Following the ranking of Best Value Technical Proposal evaluation criteria, the attendees will assign points to criteria and sub-criteria. In addition, the Technical Proposal weighting will be determined based on the project goals/risks.

5. Following the meeting, the OID-PM will draft a recommendation letter for the Chief Engineer that outlines the Technical Proposal evaluation criteria and weighting for inclusion in the ITP portion of the RFP (refer to Attachment 6 Best Value Selection Weighting, SOQ Technical Review Committee and Selection Committee Recommendation Letter Template). The OID-OA will consult with and obtain concurrence of the evaluation criteria from the Chief Engineer. Any subsequent material changes to the evaluation criteria must be approved by the Chief Engineer.

3.8.2 One-on-One Meetings (Best Value)

One-on-one meetings between GDOT and Proposers are used to improve communication during the Best Value procurement process. The primary purpose of these meetings is to allow Proposers to gain a better understanding of the RFP. This minimizes efforts on both GDOT and Proposers during the procurement process.

The number and frequency of the one-on-one meetings will depend on the size and complexity of the project. The OID-PM, OID-OA and the OID-CO will jointly determine the number and frequency. Each Proposer will be offered the same one-on-one meeting opportunity.
Listed below are the procedures and protocols for conducting One-on-One Meetings:

1. The OID-CO will schedule all one-on-one meetings. The RFP will include instructions for Proposers regarding the one-on-one meetings.

2. GDOT staff may be limited to the OID-CO, OID-OA, OID-PM and a select group of SMEs and/or technical advisors. On PoDI projects, the OID-PM will invite the FHWA to all one-on-one meetings.

3. Proposers may request key experts attend certain one-on-one meetings to discuss key technical elements of the RFP.

4. The content of the one-on-one meetings are confidential to each Proposer and will not be discussed with other Proposers. All attendees both on the Proposers side and GDOT side will be required to sign a Non-Disclosure Form.

5. At the beginning of the meeting, GDOT will instruct Proposers that the purpose of the one-on-one meeting is to provide an opportunity to discuss the RFP and that nothing discussed or implied would change the current RFP without an amendment.

6. It is important to recognize that answers to Proposer’s questions will be informal and the Proposer should also provide questions in writing that need written clarification.

7. No formal meeting minutes will be taken.

8. If a Proposer provides handouts, they shall be returned at the conclusion of each meeting.

### 3.8.3 Alternative Technical Concepts (ATC)

Alternative Technical Concepts (ATC) allow for innovation and flexibility during the procurement process. The ATC process allows Shortlisted Proposers to submit “equal or better” alternatives to the RFP requirements during the procurement process. The ATC process is a highly confidential process. Each ATC submitted by Proposers to the OID-CO during the RFP procurement process shall be kept confidential and will not be shared with the other Proposers.

The ATC process starts after the RFP is issued and will be used on the Best Value selection method. Shortly after the RFP is issued, GDOT offers One-on-One Meetings (refer to Section 3.8.2, One-on-One Meetings (Best Value)) with Proposers to discuss potential ATCs. Shortlisted Proposers submit ATCs to the OID-CO, in accordance with the requirements set forth in the ITP of the RFP, prior to submitting the Technical Proposals.

Prior to the advertisement of the RFP (preferably during the development of the PNA), the OID-OA will identify and consult members of the project’s ATC review committee. In addition, the OID-OA will discuss with each ATC review committee member the importance of confidentiality and will obtain a signed non-disclosure form from each member and provide the forms to the OID-CO.

Upon receipt of the Proposer’s ATC, the OID-CO will provide the ATC to the OID-OA who will coordinate with the ATC review committee, collect comments, and provide a response to the Proposer with one of the following determinations:
1) The ATC, as submitted, is acceptable for inclusion in the Proposal.
2) The ATC is not acceptable for inclusion in the Proposal.
3) The ATC is not acceptable in its present form, but may be acceptable upon the satisfaction, in GDOT's sole discretion, of certain identified conditions which must be met or clarifications or modifications that must be made, including, but not limited to, any required environmental reevaluation related to the ATC, which GDOT may condition upon a GDOT Re-evaluation Period.
4) The submittal does not qualify as an ATC but may be included in Proposer's Proposal because it appears to be within the requirements of the RFP.
5) The submittal does not qualify as an ATC and may not be included in the Proposal.

ATC concepts should not be incorporated into the RFP as addenda as the ATC process is intended to be confidential. However, GDOT reserves the right to correct errors in the RFP via an addendum if a Proposer uses the ATC process to take advantage of an error.

### 3.8.3.1 One-on-One ATC Meetings

One-on-one ATC meetings between GDOT and Proposers are used to improve communication during the Best Value procurement process. The primary purpose of these meetings is to allow Proposers to discuss potential ATCs with GDOT prior to making a formal ATC submittal. This minimizes efforts on both GDOT and Proposers drafting ATCs that may have a limited chance of being approved.

The one-on-one ATC meetings will not be used to discuss clarifications or be used by Proposers to gain additional insight into the process. Clarification questions need to be submitted to GDOT in writing via the clarification process outlined in the ITP.

The number and frequency of the one-on-one ATC meetings will depend on the size and complexity of the project. The OID-PM, OID-OA and the OID-CO will jointly determine the number and frequency. Each Proposer will be offered the same one-on-one meeting opportunity.

Listed below are the procedures and protocols for conducting one-on-one ATC meetings:

1. The OID-CO will schedule all one-on-one ATC meetings. The RFP will include instructions for Proposers regarding the one-on-one ATC meetings.
2. GDOT staff may be limited to the OID-CO, OID-OA, OID-PM and a select group of SMEs and/or technical advisors. On PoDI projects, the OID-PM will invite the FHWA to all one-on-one meetings.
3. Proposers may request key experts attend certain one-on-one ATC meetings to discuss draft ATC concepts.
4. The content of the one-on-one ATC meetings are confidential to each Proposer and will not be discussed with other Proposers. All attendees both on the Proposers side and GDOT side will be required to sign a Non-Disclosure Form.
5. At the beginning of the meeting, GDOT will instruct Proposers that the purpose of the one-on-one ATC meetings is to provide an opportunity to discuss draft ATCs and that nothing discussed or implied should be considered acceptance or rejection nor will it cause any changes to the current RFP.

6. After a Proposer discusses the draft concept, the OID-PM will inform the Proposer if the ATC has potential to be accepted or if GDOT will not entertain that concept.

7. If a Proposer asks clarification questions beyond those related to an ATC, the OID-PM will not answer the question and will inform the Proposer that the question needs to be submitted for written clarification.

8. No formal meeting minutes will be taken.

9. If a Proposer provides handouts, they shall be returned at the conclusion of each meeting.

3.8.3.2 ATC Limitations

Listed below are the procedures to identify ATC limitations, and develop the ATC section of the RFP:

1. During the development of the RFP (refer to Section 3.6.1 RFP Development), the OID-PM will collaborate with other GDOT SMEs to determine which elements will not be accepted as ATCs.

2. The OID-PM and OID-OA will determine the maximum number of ATCs that a proposer may submit.

3. The OID-PM will draft the ATC section of the RFP. The OID-PM will incorporate the maximum number of ATCs and identify the items identified in item 1 above.

4. Shortlisted Proposers will submit each ATC concept as a separate ATC. The concept may include multiple interrelated parts (e.g., major geometric layout change that impacts alignments, profiles and intersection control). An ATC with multiple, unrelated concepts should be rejected.

3.8.3.3 ATC Limitations /Document Control

Listed below are the procedures and protocols for ATC submittals/document control:

1. Shortlisted Proposers must submit ATCs in accordance with the ITP section of the RFP.

2. The OID-CO will receive the ATC and submit it to the OID-OA. The OID-OA will then submit the ATC to the OID-PM to log the ATC into the ATC Log.
3. The OID-PM will submit the ATC to the ATC review committee and track the overall status of all ATCs using the ATC log.

4. The OID-PM will store all ATC documents (log, submittals, responses, etc.) in a secure directory. The OID-PM shall limit access to the directory to only the OID-OA and other key individuals involved with the review and approval of the ATCs.

3.8.3.4 ATC Reviews

Listed below are the procedures and protocols for ATC Reviews:

1. The OID-PM will only distribute to and allow review of ATCs by the ATC review committee for confidentiality reasons. The OID-PM will verify that all individuals have signed a non-disclosure form.

2. The OID-PM may request supplemental information from a Shortlisted Proposer at any time. Depending on the amount of supplemental information requested, the OID-PM may require the Proposer to revise the ATC. Revised ATCs should be clearly identified.

3. The OID-PM will prepare a draft response to the ATC using a standard ATC response form.

4. The OID-PM will prepare and send the draft ATC response to the OID-OA and the Director of Engineering for review. FHWA will be included in the review of ATCs for PoDI projects.

5. The OID-OA (unless otherwise delegated to the OID-PM) will submit the ATC response to the OID-CO who will transmit the ATC decision to the submitting Shortlisted Proposer via email.

6. If a Shortlisted Proposer wants to resubmit or modify an ATC after a decision has been sent, they must submit a new ATC using a different ATC number.

7. The OID-PM will maintain and update the ATC log, as necessary, during the ATC review process.

3.8.4 Use of Incentives in Design-Build Contracts

Although traditional incentives are focused on cost, schedule, and safety performance, Design-Build contract incentives can be written for almost any performance criteria, including public involvement and public relations, maintenance of traffic volumes, teamwork, design innovations, and environmental performance. The identified key performance metrics that are used to monitor for project success can be used to develop incentives in Design-Build contracts. These performance metrics can specifically be incorporated in individual contracts with incentive language for exceeding minimum performance. For instance, incentive contracts can be made on a Design-Build project to accelerate traffic shift. Contractors can submit a cost reduction incentive proposal (CRIP), and the cost savings would be shared equally between the contractor and the GDOT.
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Chapter 4. Evaluation, Letting, and Award Activities

This chapter is intended to provide an overview of the activities related to receiving price and technical proposals, evaluating price and technical proposals, letting, public bid opening, and awarding Design-Build projects.

In response to the RFP, Proposers’ submittals shall be in accordance with the requirements set forth in the ITP.

4.1 One Phase and Two Phase Low Bid

The RFP for the One Phase Low Bid and Two Phase Low Bid selection methods are advertised by the OID-CO on GPR (refer to Section 3.7 RFP Advertisement (One Phase Low Bid and Two Phase Low Bid)). If required, for One Phase Low Bid projects, the Proposer will submit a LOI in advance of the qualifications packages.

4.1.1 Receiving and Evaluating Qualification Packages for One Phase Low Bid

Listed below are the procedures for receiving and evaluating the qualification packages for the One Phase Low Bid selection method:

1. Proposers submit the qualifications package (refer to Section 3.7.1 Qualifications Package Requirements for One Phase Low Bid) for the One Phase Low Bid selection method to the OID-CO in accordance with the requirements set forth in the RFP.

2. The OID-CO will promptly notify the OID-PM to collect the qualifications packages. The OID-PM and the OID-CO will facilitate the evaluation of the qualifications package. Each qualifications package will be evaluated on a pass/fail basis by the TRC.

3. Following the TRC meeting, the OID-PM will:
   
   a. Prepare a letter outlining the Project’s Design-Build procurement summary and the TRC findings (refer to Section 1.8.1). The OID-OA will review the letter and transmit to the bid review committee who will take the TRC findings under consideration.

   Note: The OID-PM should plan well in advance all activities and schedules necessary to facilitate an expedited review of the qualification packages such that the review occurs on the date of receipt and prior to the letting.
4.1.2 Receiving and Evaluating Proposals for Two Phase Low Bid

Listed below are the procedures for receiving and evaluating the proposals for the Two Phase Low Bid selection method:

1. Proposers submit the proposals for the Two Phase Low Bid selection method (refer to Section 3.7.2 Proposal Requirements for Two Phase Low Bid) to the OID-CO in accordance with the requirements set forth in the RFP.

2. The OID-CO will promptly notify the OID-PM to collect the proposals.

3. The OID-PM will promptly transmit the following information to the TRC:
   a. Each Proposer’s submittal;
   b. Pass/fail proposal evaluation criteria; and
   c. Any other relevant data.

4. The OID-PM will facilitate a TRC meeting (typically this meeting should be held one (1) week after letting).

5. The TRC will evaluate the Proposers’ proposals, and will bring their pass/fail recommendations to the TRC meeting.

6. Following the TRC meeting, the OID-PM will:
   a. Prepare a letter outlining the Project’s Design-Build procurement summary and the TRC findings (refer to Section 1.8.1). The OID-OA will review the letter and transmit to the bid review committee who will take the TRC findings under consideration.

Note: Board Rules, 672-18-.09, state that a proposal “shall not be deemed to be non-responsive solely on the basis of minor irregularities in the proposal that do not directly affect the ability to fairly evaluate the merits of the proposal.”

Note: The OID-PM should plan well in advance all activities and schedules necessary to facilitate an expedited review by the TRC of the proposals such that the TRC findings may be provided prior to the bid review committee’s meeting.

4.1.3 Request for Clarification

In the event that the TRC requires clarification of any element contained in the Proposer’s submittal, the following procedures apply:

1. The OID-PM will consult with the OID-OA regarding the TRC’s need for clarification.

2. The OID-OA will prepare a request for clarification letter and send by email to the Proposer.
3. The Proposer will send a written response to the OID-OA by the deadline included in the request. The OID-OA will notify the OID-PM of the results who will promptly facilitate a meeting with the TRC.

4. The TRC may request additional clarification, if necessary, or may determine the Proposer’s response is adequate or determine the Proposer is non-responsive.

4.1.4 Receipt of Low Bid Price Proposals (Letting)

Proposers will submit price proposals to the OID-CO in a sealed envelope in accordance with the requirements set forth in the RFP. The OID-CO will store the price proposals in a secure location until the date of the public opening.

Typically, the price proposals for Low Bid projects are submitted at the same time Proposers submit the administrative and technical proposals to the OID-CO. This typically occurs at least two (2) weeks prior to GDOT facilitating the public opening of sealed price proposals.

4.1.5 Public Opening of Low Bid Price Proposals and Revealing the Apparent Successful Proposer

At the date and time specified in the RFP, GDOT will facilitate a public opening of the price proposal for each Proposer. Once all of the price proposals have been opened and read aloud, the OID-CO will announce the Apparent Successful Proposer.

4.1.6 Award (Low Bid)

The bid review committee will meet to evaluate the price proposal results and to consider the TRC findings (refer to Section 4.1.2 Receiving and Evaluating Proposals for Two Phase Low Bid) in order to determine if the Project will be awarded. If the Project is awarded, then OID will perform the following:

- Prepare the award notice
- Prepare the contract documents and provide to the awarded Design-Build Team
- Coordinate execution of the contract
- Issue NTP 1 after execution of the contract,
- Post the notice of award on the GPR and the DB website.

4.2 Best Value

The RFP for the Best Value selection method is advertised by the OID-CO by a secure GDOT SharePoint site, refer to Section 3.8 RFP Advertisement (Best Value). In response to the RFP, Proposers submit an administrative proposal, a technical proposal, and a price proposal. Similar to with Design-Bid-Build projects, other bid documents are also required in accordance with the requirements set forth in the RFP.
4.2.1 Receiving Best Value Technical Proposals

Listed below are the procedures for receiving Best Value Technical Proposals:

1. The OID-PM will develop a Best Value Technical Proposal Evaluation Manual (refer to Attachment 24 Best Value Technical Proposal Evaluation Manual Template). Other items to consider when developing the Best Value Technical Proposal Evaluation Manual include:
   a. This document should be developed by the OID-PM at the time the RFP is advertised.
   b. The evaluation criteria in this document must match the evaluation criteria listed in the ITP section of the RFP.
   c. This document should be presented to the OID-OA for review prior to the OID-OA providing to the OID-CO for review and approval.

2. The OID-PM will develop a draft Best Value Technical Proposal evaluation schedule. Other items to consider include:
   a. Typically, there are at least two (2) weeks between the evaluation of technical proposals and the public opening of sealed price proposals.
   b. The schedule of evaluation activities must be communicated early with the TRC so that the TRC is fully aware of the expectations necessary to evaluate the technical proposals.
   c. Two (2) days must be added for the OID-CO to review the technical proposal scores.
   d. The evaluation must be completed prior to the public opening of sealed price proposals.

3. Proposers submit technical proposals to GDOT per the requirements set forth in the RFP.

4. Prior to distributing the technical proposals to the TRC, the OID-CO shall:
   a. Conduct a cursory review of the technical proposals to ensure that no price information is contained within the technical proposal and to ensure that the number of pages has not been exceeded;
   b. Verify that the proposals were received on time and each package contains the correct number of copies;
   c. Store the technical proposals in a secure location; and
   d. Prepare a Technical Proposal evaluation package which includes the following:
      1) Technical Proposal evaluation schedule
      2) Technical Proposal evaluation manual
      3) A copy of each Proposer’s Technical Proposal
4) A copy of the RFP with all addenda
5) Technical Proposal evaluation forms

5. The OID-CO will distribute the Technical Proposal evaluation package to the TRC for evaluation of the technical proposals.

### 4.2.2 Evaluating Best Value Technical Proposals

Listed below are the procedures for evaluating Best Value Technical Proposals:

1. Each member of the TRC will review and score each Technical Proposal based on the criteria included in the Technical Proposal evaluation manual on the provided Technical Proposal Evaluation Forms.
   
   a. Reviews by the TRC members must be completed by the date established in the Technical Proposal evaluation schedule.
   
   b. For complex projects with specialty services, the TRC may consult with a technical advisor in order to obtain additional guidance.
   
   c. The TRC will score the technical proposals on an adjectival basis and provide comments supporting their scores.

2. The OID-CO will schedule a technical proposal scoring meeting with the TRC after all members of the TRC have reviewed and scored the Technical Proposals.
   
   a. The purpose of the technical proposal scoring meeting is so that the TRC can provide additional reasoning and justification for their evaluation scores, and address any questions or comments of the OID-CO prior to assigning numerical scores to each Technical Proposal.
   
   b. The TRC will assign a consensus adjectival score to each individual criterion in the RFP.
   
   c. The SRC will review the TRC’s adjectival score recommendations and Proposal comments, and facilitate discussion with TRC members as necessary.
   
   d. The SRC will then finalize the adjectival scores and translate them into the pre-assigned, correlated numerical scores.
   
   e. The consensus scores for each of the criteria will be summed to arrive at the total technical score. This score will not be adjusted.

3. The OID-CO will combine and organize the Technical Proposal evaluation forms, and provide a summary of the technical proposal scores and evaluation process to the Chief Engineer.

4. The review and evaluation of the technical proposals must be completed prior to the price proposal opening.
4.2.3 Request for Clarification

In the event that the TRC requires clarification of any element contained in the Proposer’s submittal, the following procedures apply:

1. The OID-PM will consult with the OID-OA regarding the TRC’s need for clarification.
2. The OID-OA will prepare a request for clarification letter and send by email to the Proposer.
3. The Proposer will send a written response to the OID-OA by the deadline included in the request. The OID-OA will notify the OID-PM of the results who will promptly facilitate a meeting with the TRC.
4. The TRC may request additional clarification, if necessary, or may determine the Proposer’s response is adequate or determine the Proposer is non-responsive.

4.2.4 Receipt of Best Value Price Proposals

Proposers will submit price proposals to the OID-CO in a sealed envelope in accordance with the requirements set forth in the RFP. The OID-CO will store the price proposals in a secure location until the date of the public opening.

Typically, the price proposals for Best Value projects are submitted at the same time Proposers submit the technical proposals to the OID-CO. This typically occurs at least two (2) weeks prior to GDOT facilitating the public opening of sealed price proposals.

4.2.5 Public Opening of Price Proposals and Revealing the Best Value Score

At the date and time specified in the RFP, GDOT will facilitate a public reveal of the technical proposal scores for each Proposer and a public opening of price proposals and enter the price proposal value into the Best Value evaluation spreadsheet. Once all of the price proposals have been opened and entered into the spreadsheet, the OID-CO will verify that the Best Value calculations have been correctly computed and will announce each Proposer’s Best Value score in order of highest to lowest score.

4.2.6 Apparent Successful Proposer

The Apparent Successful Proposer for Best Value Projects is the Proposer with the highest combined score.

The Best Value evaluation criteria are established by GDOT on a project-by-project basis (refer to Section 3.8.1 Best Value Technical Proposal Evaluation Criteria and Weighting). The Best Value evaluation criteria are included in the ITP section of the RFP.

Listed below is the process to determine the apparent Successful Proposer:

1. The TRC will evaluate the technical proposals (refer to Section 4.2.2 Evaluating Best Value Technical Proposals) in accordance with the requirements set forth in the ITP.
2. The Technical Proposal Score for the technical proposal is determined as follows:

   \[ \text{Technical Proposal Score} = \sum \text{Individual Section Technical Proposal Scores} \]

   Where:

   \[ \text{Maximum Technical Proposal Score} = 1000 \times \text{Technical Proposal weighting percentage} \]

3. GDOT will facilitate a public opening of Price Proposals (refer to Section 4.2.5 Public Opening of Price Proposals and Revealing the Best Value Score) at the date and time specified in the RFP.

4. The Proposer’s Price Proposal with the lowest overall price receives the maximum number of points as set forth in the ITP section of the RFP. All other Price Proposals receive a prorated score calculated using the following formula:

   \[ \text{Price Proposal Score} = \left( \frac{\text{Price Proposal} \div \text{Lowest Price Proposal}}{\text{Respective Proposer’s Price Proposal}} \right) \times (\text{Maximum Price Proposal Score}) \]

   Where:

   \[ \text{Maximum Price Proposal Score} = 1,000 \times \text{Price Proposal weighting percentage} \]

5. The overall scores are determined as follows:

   \[ \text{TS} + \text{PS} = \text{CS} \]

   Where:

   \[ \text{TS} = \text{Technical Proposal Score} \]
   \[ \text{PS} = \text{Price Proposal Score} \]
   \[ \text{CS} = \text{Proposer’s Combined Score} \]

6. The Proposer with the highest combined score will be announced by the OID-CO as the Apparent Successful Proposer.

4.2.7 Award (Best Value)

The bid review committee will meet to evaluate the bid results and consider the TRC/SRC findings (refer to Section 4.2.2 Evaluating Best Value Technical Proposals) in order to determine if the Project will be awarded.
If the Project is awarded, then OID will perform the following:

- Prepare the award notice
- Prepare the contract documents and provide to the awarded Design-Build Team
- Coordinate execution of the contract
- Post the Notice of Award on GPR and the DB webpage.
- Issue NTP 1 after execution of the contract

### 4.3 Debriefing Process

A debriefing is intended to provide feedback to a Proposer on their SOQ and technical proposal. Specific debriefing instructions will be included in the Project’s RFQ and RFP.

#### 4.3.1 Debriefing Information

Listed below is the process for a SOQ debriefing:

1. The Proposer must submit the debriefing request in writing to the OID-CO listed in the RFQ within thirty (30) calendar days of the GDOT Design-Build Project Selection of Finalists. Only Proposers not selected as Finalists will be debriefed at this time. An email is considered a written request.

2. GDOT will prepare a summary of the requesting Proposer’s relevant evaluation information and will provide the information in writing to the requesting Proposer within thirty (30) calendar days after GDOT’s receipt of debrief request.

Listed below is the process for a Technical Proposal debriefing:

1. The Proposer must submit the debriefing request in writing to the OID-CO listed in the RFP within thirty (30) calendar days of the GDOT Design-Build Project award announcement. An email is considered a written request.

2. GDOT will prepare a summary of the requesting Proposer’s relevant evaluation information and will provide the information in writing to the requesting Proposer within thirty (30) calendar days after GDOT’s issuance of the Project’s NTP 1.
4.3.2 Debriefing Meeting

After receipt of the written debriefing information, an unsuccessful Proposer may request a debriefing meeting as follows:

1. The Proposer will send a debriefing meeting request in writing to the OID-OA. The request will also include the date the written debriefing information was received, a suggested agenda for the debriefing meeting, and several times/dates for the debriefing meeting to occur.

2. The OID-OA will notify the requesting Proposer of the date the debriefing meeting will occur.

3. The OID-OA may include various GDOT staff in the debriefing meeting such as a representative from Procurement, Legal, Construction and/or other disciplines as needed. On PoDIs, the OID-OA will offer FHWA the opportunity to attend the debriefing meeting.

Note: The debriefing meeting will be held at GDOT, will be approximately one hour in length, and will be an informal discussion between GDOT and the Proposer. The contents of another Proposer’s SOQ, Technical Proposal, or Price Proposal will not be discussed.

4.4 Non-Responsive Request for Determination

Listed below is the process for a non-responsive technical proposal:

1. In the event GDOT deems a Proposer’s technical proposal non-responsive, GDOT shall, within two (2) business days of such determination, provide each non-responsive Proposer a written explanation of the reason(s) that their technical proposal was deemed non-responsive. An email is considered a proper written explanation.

2. Upon receipt of GDOT’s written explanation, the Proposer shall have five (5) business days to request GDOT reconsider the non-responsiveness determination if the Proposer feels the determination was made in error. The Proposer’s request shall be in writing to the OID-CO designated in the RFP, shall clearly state the reasons the Proposer believes that GDOT’s determination is in error, and shall include supporting documentation as the Proposer deems appropriate.

3. The information will be provided to the Chief Engineer whose determination will be final and conclusive, for disposition.

4. GDOT shall respond in writing to the request within three (3) business days. If GDOT is unable to respond within three (3) business days, GDOT will provide the requesting Proposer with an estimated response time within three (3) business days.

Note: The timeframes included are approximate and may be modified by GDOT.
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Chapter 5. Post-Let Activities

This chapter outlines various activities and general administrative duties necessary to administer a Design-Build project following the Notice of Award.

5.1 GDOT Roles and Responsibilities

Understanding the organizational structure, roles, and responsibilities associated with the delivery of the Design-Build project is paramount for a successful project. While the scope of services may vary on a project-by-project basis, the typical roles and responsibilities remain the same for each Design-Build project.

Figure 5-1: Post-Let Organizational Structure

5.1.1 Office of Innovative Delivery

GDOT’s responsibility for Design-Build project delivery in the context of its core mission is no different than in the Design-Bid-Build process. However, various GDOT roles necessary to administer Design-Build projects, as well as the Design-Build Team’s roles, are slightly different from the traditional Design-Bid-Build delivery. The key difference is Design-Build projects are typically accelerated and schedule-driven with multiple concurrent activities progressing. GDOT is responsible for performing various oversight-related activities in an expeditious manner during the design and construction phases. Following notice of award, GDOT’s Office of Innovative Delivery (OID) is typically responsible for the following:
• Issuing NTP 1 and NTP 2;
• Facilitating the post-award meeting;
• Reviewing and accepting the Design-Build Team’s Schedule of Values;
• Reviewing invoices and processing payments;
• Reviewing and accepting the baseline schedule, and subsequent schedule submissions;
• Performing reviews of Design-Build Team submittals;
• Performing other activities in accordance with the DB documents;
• Accepting the Release for Construction (RFC) plans, and issuing NTP 3, or a phased NTP 3;
• Enforcing the accepted Quality Management Plan and performing quality audits;
• Reviewing shop drawings;
• Performing Design-Build Team performance reporting in accordance with CM 102 — Bidding Requirements and Conditions.

GDOT is responsible for enforcing the contract such that if a project element constructed is not in compliance with the contract or Specifications, then the Design-Build Team is responsible for correcting. In some instances, on major Design-Build projects, SRTA will be signature authority for the contract. Under these circumstances, SRTA may delegate these activities back to GDOT.

5.1.1.1 Office of Innovative Delivery Office Administrator

The Office of Innovative Delivery Office Administrator (OID-OA) will oversee the OID program, with the support and advice of the OID-PM, and serves as the final decision-making authority. These responsibilities are both fiscal and contractual, relying on the information provided by the OID-PM. The OID-OA will fulfill certain duties identified in the GDOT Construction Manual attributed to the District Engineer. The OID-OA will review and approve contract modifications, time extensions, enforcement of liquidated damages, and allocation of additional funds, ensuring fiscal responsibility for the Program. It is the OID-OA who will make the decision on project final acceptance in accordance with the GDOT Construction Manual and the Design-Build Construction Standard Operating Procedures (SOP).

5.1.1.2 Office of Innovative Delivery Project Manager

The OID-PM will serve as the project champion for the Design-Build project through the entire project and will support and advise the OID-OA. The OID-PM is responsible for engaging (and reengaging) GDOT SMEs as early as possible following the notice of award to discuss Design-Build delivery process, critical GDOT participant roles, the dynamic between the design phase and construction phase, and the various risks associated with the projects (third-party, geotechnical, environmental, etc.)

During the design phase of the Design-Build project, the OID-PM is the primary point of contact for the Design-Build Team to provide required submittals. The OID-PM is responsible for facilitating reviews with the SMEs and providing a response to the Design-Build Team. The OID-PM should
include the Program Management Consultant Construction Manager (PMC-CM) on all correspondence and in meetings during this phase.

During the construction phase of the Design-Build contract, the OID-PM will provide the services identified in the GDOT Construction Manual and the Design-Build Construction SOP attributed to the District Construction Engineer. The OID-PM, acting as the District Construction Engineer, will continue to manage the project during the construction phase of the project. The OID-PM will provide resources to ensure that the construction administration and field service inspection and testing are done in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.1.1.3 Program Management Consultant Project Manager

GDOT’s Program Management Consultant Project Manager (PMC-PM) plays a critical role in the delivery of the Design-Build contract. At the discretion of the OID-OA and OID-PM, the PMC-PM is responsible for the management of all aspects of the project including design, planning, permitting, quality, and project controls.

5.1.1.4 Program Management Consultant Construction Manager

GDOT’s OID PMC-CM plays a critical role in the delivery of the Design-Build contract. The OID-PM will assign a PMC-CM as early as possible following the notice of award of the Design-Build project.

During the design phase of the Design-Build contract, the PMC-CM is primarily responsible for processing payments based on the approved Schedule of Values, providing comments on any critical path method (CPM) schedule submittals, participating at various meetings (during the design and construction phases), and monitoring the status of the project.

During the construction phase of the Design-Build contract, the PMC-CM will perform their duties in accordance with the GDOT Construction Manual and the Design-Build Construction SOP, and provide the services attributed to the Area Engineer. The PMC-CM responsibilities will be in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.1.1.5 Program Management Consultant Assistant Construction Manager

The Program Management Consultant Assistant Construction Manager (PMC-ACM) will be responsible for the day-to-day coordination of the Design-Build Team work and the administration and documentation of the project during the Construction phase. General duties are as varied as safety, erosion control, quality management, traffic control, personnel management, communications, and predominately project administration. Outstanding communications skills are vital because the PMC-ACM serves as the eyes and ears for the OID-CM. The project administration tasks are detailed extensively in both the GDOT Construction Manual and the Design-Build Construction SOP, in addition, the PMC-ACM will be thoroughly conversant with the DB Documents, RFC Plans, and all applicable reference documents defined in the DB Documents. The PMC-ACM responsibilities will be in accordance with the GDOT Construction Manual and the Design-Build Construction SOP, and primarily provide the services attributed to the Project Engineer.

5.1.1.6 Construction Engineering and Inspection Function

The Construction Engineering and Inspection (CEI) staff will provide monitoring and inspection of the construction in conformance with the plans, specifications and special provisions to ensure test report
records or certificates are in compliance. It is crucial that they are familiar with GDOT’s practices, plans, DB Documents of the project, and proposed SOPs for the project as they will manage and track the Design-Build Team's progress and quality of the work. They will keep daily diaries, logs, and records consistent with GDOT’s practice as delineated in the GDOT Construction Manual and the Design-Build Construction SOP, including Inspectors’ diaries. They will inspect traffic control daily to ensure it is in compliance with the traffic control plan and GDOT’s 5240-1 Work Zone Safety and Mobility Policy. They will also immediately provide regular updates to the PMC-ACM of any accident, incident, or unanticipated project conditions. The CEI staff responsibilities will be in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.1.2 GDOT Subject Matter Expert Offices

The OID-PM will engage various GDOT SME offices in the review of Design-Build submittals. Early coordination is necessary in order to ensure that GDOT provides a response to all Design-Build submittals in an expedited manner and in accordance with the review times included in the RFP. Below is a general list of GDOT offices, and how they would typically be engaged in the Design-Build project following issuance of NTP 1.

5.1.2.1 State Construction Engineer

The State Construction Engineer (SCE) oversees and monitors high level financial administrative procedures, ensuring proper audit procedures are observed. The SCE is the final approving authority for change orders, force account work, final audits, final acceptance of projects for close out and payments.

Due to the depth of knowledge, the SCE coordinates communications with FHWA, supports any administrative requirements with the FHWA, and reviews the FHWA Quarterly and Semiannual Training Reports. For PoDi, the SCE reviews the Federal Aid Training Enrollment Report Program. The SCE responsibilities will be in accordance with the GDOT Construction Manual and the Design-Build Construction SOP. The SCE may also serve as a liaison with the various State Construction Offices listed below.

5.1.2.2 Various GDOT Offices

- **Office of Environmental Services (OES)** – Early coordination with OES is essential. An early coordination meeting should be facilitated to determine the extent of an environmental re-evaluation, which would result from any changes between the costing plans/original approved environmental document and the Design-Build Team’s final design. In addition, the permit(s) for temporary and permanent impacts should be discussed. Design-Build Team-generated plans should be submitted to the OES for review. Finally, the OID-PM must obtain a certification of environmental clearance from the OES prior to issuance of NTP 3 for any portion of the Design-Build project.

- **Office of Right-of-Way** – All right-of-way and easements must be acquired before issuance of NTP 3. The OID-PM must obtain a certification that right-of-way and easements have been acquired from the Office of Right-of-Way prior to the issuance of NTP 3 for any portion of the Design-Build project.
Office of Utilities – The OID-PM must include the District Utilities Office in all utility coordination meetings. The District Utilities Office will review utility-related submittals (utility plans, preliminary utility status report, etc.) and must monitor the status of utility coordination activities. On Design-Build projects, the Design-Build Team is responsible for much of this coordination, which the District Utilities Office must monitor.

Office of Roadway Design – Design-Build Team-generated plans should be submitted to the Office of Roadway Design for review. The District Preconstruction office should also be provided plans to review.

Office of Bridge Design – All structural-related submittals (bridge plans, hydraulic studies, shop drawings) should be submitted to the Office of Bridge Design for review.

Office of Engineering Services – Design-Build Team-generated plans should be submitted to the Office of Engineering Services for review.

Office of Design Policy & Support – Any Design Exceptions, Design Variances, and MS4 infeasibility reports must be submitted to the Office of Design Policy & Support. Milestone plan sets (Release for Construction, revisions on Construction, and as-built plans) must also be provided for recording in accordance with GDOT policy. Any changes to the RFP being contemplated for elements, such as special details, special provisions and specifications, must first be submitted to the Office of Design Policy & Support for review.

Office of Maintenance – Design-Build Team-generated plans must be submitted to the Office of Maintenance.

Office of Traffic Operations – Design-Build Team-generated plans must be submitted to the Office of State Traffic Operations, as well as to District Traffic Operations. Traffic Signal Permits and revisions must also be submitted to District Traffic Operations.

Office of Materials – All pavement designs must be approved by the Office of Materials and Testing (no exceptions). The final Design-Build RFC Plans must include a detailed estimate for use by the Office of Materials and Testing in the Materials Certification process.

Office of Program Control – The OID-PM should coordinate with the Office of Program Control to discuss how best to include post-let design-related activities following issuance of NTP 1, but prior to issuance of NTP 3. The intent of this effort is to maintain a baseline schedule whereby GDOT SMEs may view at any time when design submittals may be submitted and require a review.

5.2 Design-Build Team Roles and Responsibilities

The Design-Build Team has the primary responsibility for controlling and managing the work, design, and construction with quality.

The Design-Build Team is the driver of the project. It is expected that the Design-Build Team selects appropriate people at the appropriate time based on project needs and nature of project complexity as rational resource selection and allocation of human resources for the Project are critical in
delivering a complex project successfully. This means ensuring the right people are involved with the Project at the correct time. This includes people with skills that address the complexities of the Project. This also includes consensus from potential team members to ensure that they support this approach to delivering the complex project. Not only is having the right people important, but so is giving them the authority needed to execute their responsibilities effectively.

To assemble the Design-Build Team, gap analysis is a recommended method to ensure Project needs are identified in terms of skills, knowledge, responsibility, and authority, and compared to in-house resources and capabilities. There are four main steps in this process:

- Identify skills required on the Project;
- Assess internal skills and availability;
- Assign responsibility, authority, and leadership roles; and
- Determine external sources for additional required skills.

The Design-Build Team is solely responsible for developing the RFC plans necessary to develop a finished product that meets the requirements as set forth in the DB Documents and the Design-Build Team’s Quality Management Plan (QMP). The Design-Build Team must verify pertinent dimensions and/or conditions in the field prior to their review of design elements and submittal to GDOT. GDOT’s review of any design submittal shall not relieve the Design-Build Team of the responsibility for the satisfactory completion of the work. Design management and quality is the responsibility of the Design-Build Team.

5.2.1 Design-Build Team Lead Contractor Project Manager

The Design-Build Team’s Lead Contractor Project Manager is responsible for managing all aspects for the project including planning, project controls, design, permitting, construction, quality, and safety.

A successful project needs a strong team leader — someone who is able to make important decisions quickly when needed. Typically, on complex Design-Build projects, there needs to be people in leadership roles who have the authority to do things outside of what might be typical of a project leader on typical projects. The Design-Build Team’s Lead Contractor PM might be given the responsibility/authority to determine what additional skills or knowledge is needed on the Project and to hire individuals to fill the gaps.

5.2.2 Design-Build Team Lead Consultant Project Manager

The Design-Build Team’s Lead Consultant Project Manager is responsible for oversight of all necessary design-related work and permitting throughout the term of the Project. This role is typically held by the project’s Engineer of Record (EOR), but can be held by another team member for larger or more complex projects.

5.2.3 Design-Build Team Engineer of Record

The Design-Build Team’s EOR is responsible for preparing and submitting all necessary design-related submittals throughout the term of the Project, including revisions (Release for Construction plans, shop drawings, etc.).
Any questions the Design-Build Team's construction personnel have on design elements should be directed to their EOR in the form of an RFI, and not to GDOT or GDOT’s construction inspection personnel.

In addition, any questions GDOT’s construction inspection or management personnel have about the design should be directed to the Contractor’s Design-Build Management Team and not the Contractor’s construction forces. If it is determined that the RFC plans should be revised, then refer to Section 5.20 Design Changes.

Responsibilities the EOR is required to perform are, but not limited to, the following:

- Participate and review comments from the Independent Design Reviewer.
- Participate in design review meetings.
- Endorse all geotechnical reports, provisions, and recommendations as developed by the DB Team and accepted and/or concurred by GDOT.
- Endorse all BFI reports and all recommendations
- Determine if additional pile driving analyses (PDA) will be required for a change in bent type, change in abutment, or change in geotechnical material.
- Review and accept all non-Qualified Product shop drawings prior to submitting to GDOT for approval.
- Review all shop drawings and applicable calculations to ensure that each sheet of the shop drawings and the cover sheet of the calculations are signed and sealed by the Specialty Engineer.
- Review shop drawings and the applicable calculations for the design of special erection equipment, false-work, scaffolding, etc. for construction affecting public safety to ensure that each sheet of the shop drawings and the cover sheet of the calculations are signed and sealed by the Specialty Engineer.
- Review shop drawings and the applicable calculations for miscellaneous design and structural details to ensure that each sheet of the shop drawings and the cover sheet of the calculations are signed and sealed by the Specialty Engineer.
- Conduct a special independent review and approve all relevant shop drawings and similar documents for construction affecting public safety. The review of these shop drawings is for overall structural adequacy of the item to support the imposed loads and does not include a check for economy, efficiency, or ease of construction.
- Review and approve show drawings for modifications to the permanent works for the purposes of expediting the DB Team’s chosen construction methods.
- Perform a site visit at a minimum of ninety (90) days following NTP 3, and subsequent site visits at a minimum of ninety (90) days thereafter up to Substantial Completion. One of the site visits shall take place at the midpoint of the bridge construction. The purpose of the site visits is to visually inspect the progression of the work for compliance to the RFC Documents. The EOR shall prepare a site observation compliance report to document
elements of the work that are compliant with the RFC Documents, and elements of the work that are not compliant with the RFC Documents. If elements of the work are not compliant with the RFC Documents, the EOR shall coordinate with the DB Team to determine corrective action and describe the corrective action in the site observation compliance report. The site observation compliance report shall be submitted within seven (7) days of the site visit, and shall be stamped by the EOR. (Volume 3, Section 23.5 – As-Builts)

5.2.4 Design-Build Team Contractor Superintendent

The Design-Build Team’s Construction Manager is responsible for managing the overall construction, construction scheduling, and daily construction resources including personnel, materials, and equipment of the project. The Design-Build Team’s Construction Manager performs constructability reviews of the design deliverables during the design phase. The Design-Build Team’s CM also communicates and coordinates closely with the PMC-PM and PMC-ACM.

5.2.5 Design-Build Team Quality Assurance Manager

The Design-Build Team’s Quality Assurance Manager (QAM) is responsible for developing, implementing, and maintaining the project’s Quality Management Plan. The QAM will provide routine inspections and audits of design and construction quality, coordinating with GDOT as required, and perform audits that the project policies and procedures are being followed.

5.2.6 Design-Build Team Design Quality Assurance Manager

The Design-Build Team’s Design Quality Assurance Manager (DQAM) is responsible for managing design quality procedures to ensure adherence to the quality checks and audits are occurring and being documented as outlined in DQMP.

5.2.7 Design-Build Team Construction Quality Assurance Manager

The Design-Build Team’s Construction Quality Assurance Manager (CQAM) is responsible for providing routine construction quality inspections. The CQAM coordinates with the PMC-ACM to provide a single point of contact for GDOT for any construction quality issues.

5.2.8 Design-Build Team Independent Design Reviewer

The Design-Build Team’s Independent Design Reviewer is responsible for providing a peer review of cross functional design reviews of the Design-Team’s design work. This can be provided by an independent firm or the same firm as the EOR as long as there is a firewall between the reviewer and the design team.

5.3 Notices to Proceed

On Design-Build projects, GDOT uses a tiered approach when issuing Notices to Proceed (NTP) 1, 2, and 3. GDOT’s issuance of the respective NTP should be used as hold points in the Design-Build Team’s schedule. The conditions by which GDOT will issue each NTP are set forth in Article 3.3 of the DBA.
5.3.1 Notice to Proceed 1

NTP 1 is issued after the notice of award and GDOT has executed the Design-Build contract. NTP 1 is intended to release the Design-Build Team to perform preliminary design activities.

*Note: GDOT’s current practice for federally-funded projects is to award the Design-Build contract only after the environmental document has been approved.*

5.3.2 Notice to Proceed 2

NTP 2 is issued after the environmental document is approved on federally-funded projects. On typical projects with an environmental document approval prior to award of the project, NTP 2 may be issued with NTP 1. NTP 2 is intended to release the Design-Build Team to perform final design activities.

5.3.3 Notice to Proceed 3

NTP 3 is intended to release the Design-Build Team to perform construction-related activities on all or a portion of the Project. The requirements necessary for GDOT to issue NTP 3 may include the Design-Build Team obtaining the following (refer to each project’s DB Documents for specific requirements):

- Conceptual Layout Plan
- Quality Management Plan acceptance;
- All environmental document approvals/permit(s);
- Utility agreements (if necessary), encroachment permits, utility relocation plans, and/or “no conflict” letters;
- Environmental certification issued by GDOT’s Office of Environmental Services;
- Right-of-Way certification issued by GDOT’s Office of Right-of-Way;
- Transportation Management Plan (TMP);
- Erosion Sedimentation and Pollution Control Plan (ESPCP) and Notice of Intent (NOI) submitted to Georgia Environmental Protection Division (EPD) along with EPD concurrence;
- Traffic Control Plan acceptance; and
- Release for Construction plans

The Design-Build Team is encouraged to create opportunities to phase the work. This approach does present risks that the Design-Build Team is responsible for managing. In the instance of phasing the work, the Design-Build Team must submit to GDOT a work phasing plan illustrating the respective areas, as well as a checklist for each area illustrating the necessary elements as set forth in the RFP, which are required before GDOT will issue a conditional NTP 3.
5.4 Document Control

Document control with respect to GDOT receiving, facilitating reviews, organizing comments, and providing Design-Build Team responses to such items as design submittal reviews, RFIs, NCRs, and shop drawing submittal reviews must be fully communicated to GDOT staff or representatives. Developing a consistent process will help ensure that reviews occur in a timely manner, and that GDOT responds within the review period(s) set forth in the DB Documents.

The OID-PM must determine as early as possible the document control strategy necessary to manage various submittals. The OID-PM will coordinate the setup of e-BUILDER and SiteManager prior to NTP 1.

5.4.1 SiteManager

SiteManager is the construction management software used statewide for all daily reporting and monthly payment estimates. It is a common tool used by GDOT for managing daily work reports, contract administration, and contractor payment activities.

GDOT’s IT Department will issue a GDOT email address, GDOT identification number, and initial password for the GDOT webpage access. Once the password is changed at initial login, the password must be changed every thirty (30) days.

5.4.2 e-BUILDER

e-BUILDER is a cloud-based project management software. This software is used for correspondence with the DB Team for submittals, file management, and document controls based on the GDOT Strategic Program Plan (SPP) and GDOT Construction Manual. The PMC e-BUILDER software administers user access based on project role.

The DB Team submits all submittals, such as schedules, pay estimates, RFIs, and NCRs, through e-BUILDER processes during the design and construction phases. Currently, the following processes are in e-BUILDER.

- PERDB: Pay Estimate Request – Design-Build
- RFIDB: Request for Information – Design-Build
- CSRDB: Construction Submittal Review – Design-Build
- MMRDB: Meeting Minutes Review – Design-Build
- SSRDB: Schedule Submittal Review – Design-Build
- TIRDB: Traffic Interruption Report – Design-Build
- NCRDB: Non-Conformance Report – Design-Build
- DWRDB: Daily Work Report – Design-Build
5.4.3 ATSER

On Design-Build Projects, ATSER will be the software used for materials tracking and testing reporting. Complete test reporting for asphalt, concrete, GAB compaction, select compaction, and soil compaction are documented in ATSER.

5.5 General Meetings

5.5.1 Post-Award Kickoff Meeting

The OID-PM is responsible for facilitating the post-award kickoff meeting. This “partnering” meeting plays an important role in the success of the Project. Typical participants include the OID-PM and representatives from the Design-Build Team, the PMC, FHWA (for PoDs), and GDOT’s District Construction Office. Other participants may include key stakeholders, as necessary, from the Office of Bridge Design, Office of Right-of-Way, Office of Utilities, Office of Equal Employment Opportunity, Traffic Operations, Utilities, the local government, and any affected utility owners. This meeting is intended to:

- Provide introductions;
- Identify key participants in the delivery process;
- Discuss key elements of the scope;
- Provide any project background information;
- Discuss the overall schedule;
- Discuss anticipated submittals;
- Discuss the Schedule of Values and payment processing;
- Discuss communications protocol(s); and
- Discuss potential Design-Build risks and possible mitigation strategies.

5.5.2 Regular Meetings

Regular meetings should be facilitated by the Design-Build Team and should include key stakeholders. Meeting frequency should be monthly, but may occur more often as needed. The OID-PM and PMC-CM can provide insight regarding attendees.

To facilitate an effective meeting, the Design-Build Team should send out an agenda with the meeting invitation prior to the meeting occurrence. The Design-Build Team must prepare and distribute meeting minutes within seven days after the meeting.

5.6 Schedule Development and Management

Schedule development and management is a function performed by the Design-Build Team. Design-Build projects typically have multiple “moving parts,” and a detailed schedule must be used to chart the critical path and track the progress of the Design-Build project. In most cases, the Design-Build
project will include a CPM schedule requirement which is used for the baseline schedule, monthly submittals, and a revision if the critical path activities are being delayed.

The Design-Build Team should allow time at each regularly scheduled Design-Build project meeting to discuss the current critical path activities.

5.7 Schedule of Values

Design-Build projects typically include Design Complete and Construction Complete pay items. Following issuance of NTP 1, the Design-Build Team is required to submit the Schedule of Values (SOV) to GDOT for review. The SOV is intended to provide a cost breakdown for the major elements of the work that are normally used on a traditional Design-Bid-Build project. The SOV must be broken out into enough detail such that GDOT may substantiate the level of progress based on field inspection and an estimate of the percentage complete for any given item. Refer to Attachment 23 Schedule of Values (SOV) Example.

GDOT will maintain a monthly DB summary of payment and a more detailed SOV to verify the percentages in the Design-Build Team’s monthly pay estimate.

Payment for mobilization will only be paid after issuance of NTP 3, and shall not exceed 2.5 percent of the overall bid price for construction complete. Bonding and Insurance should be included as an SOV item under the design complete.

5.7.1 Monthly Materials Clearance

The Design-Build Team must include a detailed estimate of quantities in the RFC plans. The Design-Build Team must maintain the detailed estimate by regularly updating the quantities in place; the estimate will be submitted to GDOT as supporting documentation for monthly invoicing and materials checklist monthly reporting.

The Design-Build Team’s as-built plans must also include a revised estimated summary of quantities and detailed estimate, which will be used for materials certification (refer to Section 5.23.2 Materials Certification).

5.8 Payments

The Design-Build Team will prepare and submit pay requests in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.9 Project Management

Successful project management begins with the preparation of a Project Management Plan (PMP) to provide successful project delivery. The Post-Let PMP is a delivery tool for Project Managers (PM) and the delivery teams. The PMP clearly defines the roles and responsibilities of the agency leadership and the management team, and documents the procedures and processes that are in effect to provide timely information to project decision-makers.
5.9.1 Project Management Plan

The following topics form the basic contents for the project management plan. The intent of the following is not to require a prescriptive format for the plan, but rather to provide a general framework for the project management plan that will satisfy section 106(h) requirements and most effectively serve Georgia DOT and FHWA. References to Georgia DOT’s existing documented processes may be used in the PMP. The PMP will be made up of the following components (refer to each project’s DB Documents for specific requirements):

- Project description and Scope of Work;
- Purpose, goals, objectives and metrics;
- Project organizational management chart, roles, and responsibilities;
- Procurement and contract management;
- Cost budget and schedule;
- Project documentation, reporting, and tracking;
- Project communications management;
- Project management controls (scope, cost, schedule, change, risks, and claims);
- Design QMP;
- Construction QMP;
- TMP;
- Safety Plan;
- Closeout plan;
- Appendices; and
- Executive leadership endorsement.

5.9.1.1 Additional Project Management Plan Considerations

For major projects with phased financial plans, the PMP should include the entire scope of the project’s NEPA decision document project description, with detailed information about the funded phase:

- Complex traffic phasing should be described in the PMP when applicable;
- Environmental and sensitive areas should be described or shown on mapping contained in the appendices; and
- If a project has multiple Project Sponsors, a single PMP should be prepared. Alternatively, each Project Sponsor may submit a project management plan describing its portion of the project. In such instances, each project management plan should be coordinated, consistent, and submitted to the FHWA for approval at the same time.
5.10 Design Reviews

The Design-Build Team submits design submittals to GDOT for review in accordance with the requirements set forth in the DB documents. The amount of time necessary for GDOT to review submittals will vary. Typically, review times for Design-Build projects are less than the review times for Design-Bid-Build projects as a result of the Design-Build process being utilized to expedite delivery.

The Design-Build Team will submit all design submittals to the OID-PM and a copy to the PMC-PM. The OID-PM will determine the review times for each submittal on each Design-Build project in collaboration with GDOT SMEs. Submittal requirements and GDOT review times are included in the DB documents. The OID-PM is responsible for distributing the submittals to the various GDOT SMEs. The OID-PM must develop or utilize an existing tracking tool to account for such items as the date the submittal is received, date the submittal is routed, to whom the submittal went, and the date comments or acceptance is due to the Design-Build Team. It is imperative that the OID-PM provide the Design-Build Team a response to the submittal in accordance with the review times included in the DB Documents.

The OID-PM will coordinate with GDOT’s Office of Engineering Services to facilitate a field plan review of the Design-Build Team’s plans.

When performing a review of Design-Build Team submittals, GDOT’s primary focus should be toward Design-Build contract compliance. This will include, but is not limited to, adherence to the Project’s scope of services, as well as GDOT and/or AASHTO design manuals, GDOT policies and procedures, and GDOT specifications. Any errors and omissions are the responsibility of the Design-Build Team.

5.10.1 Design-Build Documents

The order of precedence for the DB documents are as follows:

1. The Contract and all Supplemental Agreements and Agreement amendments, and all exhibits, riders, and attachments.
2. The Agreement (also referred to as Volume 1) and all exhibits, except Exhibit 2.
4. Volume 3 “Programmatic Technical Provisions for DB Agreement” amendments, and all exhibits and attachments to such amendments.
5. Volume 3 “Manuals” (Technical Documents) amendments.
   a. Design-Build Manual
   b. Design-Build Construction SOP.
5.11 Quality Management

5.11.1 Quality Management Plan

The Design-Build Team must submit a Quality Management Plan (QMP) to GDOT for review and approval. The QMP should be divided into two major sections: Design QMP and Construction QMP.

The QMP must be a complete and clear plan to achieve a high-quality design, including all related elements and lower-tier subcontractors/subconsultants. The Design-Build Team must adhere to the approved QMP throughout the duration of the Project.

The Design-Build Team is responsible for performing a complete, coordinated, economical, timely, fully-functional quality design, including survey and geotechnical elements, all in compliance with the DB Contract Documents. Any modifications to the QMP must be submitted to GDOT for review and acceptance.

The OID-PM or PMC-PM should periodically audit the Design-Build Team’s, the designer’s, and the checker’s work to ensure that it is being done in conformance to the DB Documents and approved QMP. The Design-Build Team is required to cooperate fully and assist in conducting audits. The Design-Build Team is required to maintain all records and any other elements of the work in a current and readily available manner, so that the audit may easily be performed.

Any quality assurance reviews or audits conducted by GDOT will not remove the Design-Build Team’s responsibility for designing and constructing all elements of the work in conformance to the DB Documents and approved QMP. GDOT shall at all times have the authority to require the Design-Build team to re-perform any work they determine is not in conformance to the DB Documents or approved QMP. Any such notice must be submitted in writing, and the Design-Build Team must be provided an opportunity to provide a written response. Rework in this regard, will not serve as the basis for claims, additional compensation, or time for the Design-Build Team.

5.11.1.1 Design Quality Management Plan

The Design Quality Management Plan (DQMP) is created by the Design-Build Team for the purpose of defining the specifications, qualifications, and procedures needed for developing a quality design, with procedures for a system of independent design checks. This is to ensure that the design meets the intended scope, adheres to the highest standard of quality, and reduces the need for re-work. The DQMP will be made up of the following components (refer to each project’s DB Documents for specific requirements):

- Design development including checking, peer review, cross-discipline coordination for developing Project plans, Project specifications and estimates with supporting technical documentation
- Managing design reviews and changes during design and construction
- Design Decision Making
- Design communication, coordination, and collaboration
- Managing GDOT Reviews and Responses to submittals, Work Change Directives, and Change Requests
- Document control
- Design and engineering support during construction, witnessed tests, reviewing quality inspection and test records, responding to Request for Information (RFI) applications and field changes
- Independent auditing of design quality management
- Design criteria adherence
- Non-conformance management

5.11.1.2 Construction Quality Management Plan
The Construction Quality Management Plan (CQMP) is created by the Design-Build Team for the purpose documenting the detailed procedures, specifications, and frequencies for construction quality verification checks. These checks are to ensure that the construction conforms to the requirements of the DB Documents. The CQMP will be made up of the following components (refer to each project’s DB Documents for specific requirements):

- Tracking, Measuring and documenting construction progress
- Construction decision making
- Ensuring that only the most up to date Released for Construction documents are being used
- Plan/Protocols for inspection, testing and maintaining quality certifications
- Managing reviews and responses to Construction Documentation (RFIs, Field Changes, Design Changes, Construction Changes, Claims, etc., during construction)
- Managing and tracking accepted construction changes
- Managing and controlling construction schedule
- Construction communication, coordination, and collaboration
- Environmental compliance
- Non-conformance management

This Manual is written for the standard Design-Build projects. GDOT reserves the right on more complex Design-Build projects to implement a quality model that transfers additional responsibilities in the construction phase to the Design-Build Team. These additional Design-Build Team roles and responsibilities would include, but not be limited to, providing Inspections and Testing of the Contractor’s work by an independent CEI group. GDOT would still perform a 10% check of the Contractor’s work. The project’s DB Contract Documents will provide specific requirements for project management of a Design-Build project delivered with a quality model.

5.11.2 Nonconformance Report System
A Nonconformance Report (NCR) process shall be required to document, report and track work that fails to conform to the requirements of the DB Documents. Examples of nonconformance’s include:
physical defects, test failures, incorrect or inadequate documentation or changes from the design processes, inspection or test procedures described in the Project QMP.

GDOT will implement a web-based management system that will have the capability for documenting and implementing the NCRs that includes the description of the NCR, corrective action, action to prevent, the defined roles, dispositions, tracking log, and work flow states.

The Originator of the NCR indicates the description of the nonconforming work and the applicable requirements, and assigns the NCR to the Responsible Organization for disposition.

The Responsible Organization gives a full description of the nature, date, location and any other pertinent facts, and also indicates the root cause, corrective actions, actions to prevent recurrence and provides a proposed disposition of the nonconforming work that is the subject of the NCR, by the Design-Build Team’s Quality Manager (QM), the EOR) and GDOT. If the disposition is accepted by GDOT Authorized Representative, the Responsible Organization is notified of the final determination. Upon verification that the disposition has been performed, the NCR is closed. If the disposition is not accepted by GDOT, the NCR will remain opened until the disposition is accepted by GDOT.

5.11.2.1 NCR Role Definition and Order of Renew
For purposes of Nonconformance Reporting, the following terms have the meaning and roles identified below:

**Originator** — The entity that initiates and creates the Nonconformance Report. The Originator can be the Design-Build Team or GDOT. The Originator closes the Nonconformance Report document once all requirements have been met. The NCR cannot be closed until the Responsible Organization’s disposition is accepted by GDOT.

**Responsible Organization** — The entity to whom the Nonconformance Report is sent. The Responsible Organization is the entity directly responsible for the nonconforming work on which the Nonconformance Report was written and who is responsible for correcting the nonconforming work and provides proposed disposition to resolve the Nonconformance Report.

**Design-Build Team’s Quality Manager** — The individual who is responsible for assuring quality of the work. After the QM has reviewed the Responsible Organization’s disposition, he forwards the Nonconformance Report to the EOR, and the GDOT Authorized Representative.

**Engineer of Record** — The individual that is responsible for the design of the work. The EOR must review, reject or approve all Nonconformance Reports and supporting documents, subject to the GDOT Authorized Representative’s determination of the accepted Design Documents. Any changes from the requirements of the DB Documents must be presented for acceptance as a Change Request. If the subject of the NCR is not related to a subject that would typically require a design professional’s input, the EOR must note that the NCR is “not applicable”.

**GDOT** — GDOT must review and make a recommendation to reject or accept all dispositions and supporting documents.

**GDOT Authorized Representative** — The individual authorized that is responsible for monitoring the Nonconformance Report process.
5.11.2.2  NCR Disposition Options

After the originator of a NCR has activated an NCR, the Responsible Party provides a proposed disposition. Options available for the disposition are defined in the Nonconformance Report as follows:

Reject — The work is unsuitable for its intended use, and incapable of being reworked or repaired to meet the specified requirements of the DB Documents.

Rework — The deficiency can be brought into conformance with the DB Documents through re-machining, reassembling, reprocessing, reinstallation, or completion of the required operations. Inspection is required after the rework is completed to verify the rework is satisfactory to the Originating Party.

Repair — Action is required that will result in making the work acceptable for its intended use, as determined by an engineering evaluation although the item might not meet all of the requirements of the DB Documents. Inspection is required after the repair is completed to verify the repair is satisfactory to the Originating Party.

Accept-As-Is — Allows the use of the work completed that does not meet all requirements of the Design Document requirements, but it is determined by engineering evaluation that the work will satisfy its intended use.

Replace — The deficiency must be removed and replaced to conform to the DB documents.

5.11.2.3  NCR Corrective Action

In addition to the resolution of nonconformance on an individual basis the corrective action process will urgently recognize, report and resolve systemic and serious deficiencies, including:

- Repetitive NCRs that indicate inadequacies in either production process or inspections.
- Issues of safety or conditions likely to have a significant effect on the Project.
- Quality procedures not being carried out in a timely fashion.

The Corrective Action mechanism will address the possibility that the personnel responsible for the relevant activity might be a primary cause of the deficiencies. Remedial action might involve additional training and in some cases removal of personnel from the activity and/or the Project.

5.11.2.4  NCR Workflow States

The following workflow states are applicable to the Nonconformance Report:

Table 5-1: Nonconformance Report Workflow States

<table>
<thead>
<tr>
<th>State</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft</td>
<td>Indicates the Nonconformance Report is being written.</td>
</tr>
<tr>
<td>Active</td>
<td>Indicates the Nonconformance Report has been submitted to the Responsible Organization to provide causes, corrective actions, actions to prevent recurrence and a disposition for the nonconforming work.</td>
</tr>
<tr>
<td>State</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Pending Review / Correction</td>
<td>Indicates the Responsible Organization has responded with a disposition and the disposition is under review. The document is routed to appropriate parties for concurrence/acceptance of the disposition.</td>
</tr>
<tr>
<td>Pending Closure</td>
<td>Indicates the nonconforming work has been corrected and Responsible Organization is waiting for inspection/verification and closure.</td>
</tr>
<tr>
<td>Closed</td>
<td>Indicates the nonconforming work has been resolved satisfactorily and the Nonconformance Report is closed.</td>
</tr>
</tbody>
</table>

### 5.11.3 Request for Information (RFI) Reporting

The Request for Information (RFI) process is to be used if the need for additional information or interpretation of the DB Documents occurs. The DB Team should coordinate and submit RFIs in a proper manner to avoid delays in Contractor’s work or work of subcontractors. Failure to submit RFIs promptly will not be basis for additional compensation or Contract Time. Additionally, GDOT can coordinate and submit RFIs if additional information is needed to determine DB Contract compliance with RFC plans. GDOT can use these earlier in the schedule to avoid the need for an expedited resolution during critical path construction activities or a need for a NCR after the fact.

Submitting an RFI is a process submitted electronically through e-Builder. First log on to e-Builder; Select the project, select Processes, and then in the drop-down box next to “Type of Process”, select Request for Information. Select Start Process, next select Request for Information. Finally, select Start Process and complete the required information indicated by red asterisk. Once the required information is completed, submit the form for review. A response will be given to complete the action in a timely manner.

### 5.12 Transportation Management Plan

DB Team shall prepare and implement a Transportation Management Plan (TMP), if required, that meets the requirements of the FHWA Work Zone Mobility and Safety Program which can be found at: [http://www.ops.fhwa.dot.gov/wz/resources/final_rule/tmp_examples/tmp_dev_resources.htm](http://www.ops.fhwa.dot.gov/wz/resources/final_rule/tmp_examples/tmp_dev_resources.htm)

At a minimum, the TMP shall include descriptions of the qualifications and duties of the traffic engineering manager, traffic control coordinator, Worksite Traffic Control Supervisor (WTCS), and other personnel with traffic control responsibilities. The TMP will be made up of the following components (refer to each project’s DB Contract Documents for specific requirements):

- Procedures to identify and incorporate the needs of transit operators, Utility Owners, Governmental Entities, local governmental agencies, Emergency Service providers, school districts, business owners, and other related Users, Customer Groups or entities in the Project corridor and surrounding affected areas.
- Procedures for obtaining acceptance of detours, road and lane closures and other traffic pattern modifications from applicable Governmental Entities, and implementing and maintaining those modifications. At a minimum, these procedures must include:
o DB Team shall notify the traveling public by placing CMS’s a minimum of seven (7) Days in advance of actual roadway closure or major traffic modifications. Where available and when possible, the DB Team shall coordinate and utilize Overhead Changeable Message Signs on the regional ITS system.

o DB Team shall utilize off-duty uniformed police officers for mainline lane closures.

- Procedures for signing and marking transitions during construction from one stage to the next and from interim to permanent signing and marking.
- Procedures for maintenance and replacement of traffic control devices, including pavement markings and traffic barriers, if used.
- Procedures to regularly evaluate and modify, if necessary, traffic signal timings, and the procedures for the development, GDOT acceptance (and local Governmental Entity acceptance, if necessary), implementation, testing, and maintenance of all affected signals.
- Procedures to coordinate with the appropriate Governmental Entities operating signal networks along the Project or Project detour routes to ensure temporary system compatibility, establish responsibilities for temporary signal installation, maintenance, operation and removal, and coordinate traffic signal timing with local signal networks.
- Procedures and process for the safe ingress and egress of construction vehicles in the work zone
- Provisions to provide continuous access to established truck routes and Hazardous Material (HazMat) routes, and to provide suitable detour routes, including obtaining any acceptances required by the appropriate governmental entities for these uses.
- Procedures to modify plans as needed to adapt to current Project circumstances.
- If required, procedures to communicate TMP information to DB Team’s public information personnel and notify the public of maintenance of traffic issues in conjunction with the requirements of Section 3, of Volume 2
- Descriptions of contact methods, personnel available, and response times for any deficiencies or Emergency conditions requiring attention during off-hours.

5.13 Safety Plan

The Design-Build Team will submit a comprehensive Safety Plan that fully describes the policies, plans, training programs, work site controls, and incident response plans. This will include an ongoing training program to ensure workers have appropriate training necessary to recognize and mitigate hazards immediately. The plan will also include safety audits of randomly selected operations to verify and improve safety performance. Finally, the plan will include protocols for accident investigation, root cause analyses, and follow-up actions. The Safety Plan will be made up of the following components (refer to each project’s DB Contract Documents for specific requirements):

- Safety and health standards to be adhered to.
- Roles and responsibilities of the safety/security staff.
• Contractors (meaning prime contractors and subcontractors combined) having a Safety Director and an accepted safety manual (or plan) available to all employees.
• Contractors holding periodic on-site safety meetings.
• Contractors conducting periodic on-site safety inspections.
• Contractors providing safety training for all new employees, and refresher training for all employees.
• Contractors conducting drug screening for all new hires.
• Contractors establishing daily housekeeping and clean-up procedures.
• Possible employee sharing of accident prevention savings.
• Having first-aid and medical kits readily available.
• Having a site security plan, possibly including such items as restricted parking near vulnerable structures, physical barriers (fences, barricades, etc.), coordinated efforts with local law enforcement officials during heightened threat levels, video surveillance, alarm systems, emergency telephones, etc.
• Having an emergency preparedness and incident management plan, including roles and responsibilities, emergency evacuations, communications, first responder awareness training, and field drills.
• Establishment of an employee identification (ID) system.
• Level and frequency of audit and oversight safety/security reviews to be performed by GDOT, FHWA, independent consultants, and/or other agencies (as applicable).
• Safety and security periodic reporting (normally monthly).

5.14 Erosion Control

One of the most important elements in any project is the development and implementation of the Erosion Sedimentation and Pollution Control Plans (ESPCP). The Design-Build Team is typically responsible for:

• Developing ESPCP per the applicable NPDES permit;
• Complying with the applicable NPDES permit;
• Preparing any Stream Buffer Variance (SBV) application(s);
• Preparing the Notice of Intent (NOI), and submitting the NOI and applicable fee to Georgia Environmental Protection Division (EPD);
• Obtaining concurrence from EPD for the ESPCP;
• Providing a Work Site Erosion Control supervisor in accordance with the current addition of the Standard Specifications for construction,
• Installing Best Management Practices (BMPs) per the ESPCP;
- Maintaining BMPs per GDOT specifications;
- Documenting and correcting any deficiencies;
- Paying any EPD consent order(s); and
- Filing the Notice of Termination (NOT) with EPD after maintenance acceptance.

Erosion control BMPs, installation and maintenance is included in the Design-Build Team’s lump sum cost to complete the work. The Design-Build Team is responsible for complying with the applicable NPDES permit. Any deficiencies shall be immediately corrected by the Design-Build Team at no cost to GDOT.

The PMC-CM is responsible to ensure that the Design-Build Team is in compliance with the applicable NPDES permit, GDOT specifications, and related contract documents.

### 5.15 Environmental Compliance and Permitting

The Design-Build Team must retain the expertise needed to understand fully the following elements:

- The parameters of the original approved environmental document and any impacts that may result due to any proposed design changes;
- The environmental permitting process for temporary and/or permanent impacts;
- Stream/wetland classifications; and
- Mitigation strategies.

The Design-Build Team may be required to prepare an Environmental Compliance and Mitigation Plan (ECMP) and to retain an Environmental Compliance Manager (ECM) per the requirements set forth in the RFP.

The Design-Build Team should facilitate a meeting with the OID-PM and OES within 45 days of NTP 1 to discuss proposed changes from the original approved environmental document, anticipated permit(s), schedule for special studies (if additional coverage is needed), schedule for environmental document reevaluation (if needed), and any other elements that could affect the project.

The Design-Build Team must ensure compliance with the environmental commitment sheet(s), related environmental document, and permit(s) at all times on the Design-Build project.

The OID-PM, PMC-CM, and GDOT OES Liaison are responsible for verifying that the Design-Build Team is complying with the environmental commitment sheet(s), related environmental document, and permit(s).

GDOT may issue a stop work order and/or withhold payment for non-compliance.

### 5.16 Utility Design and Relocations

In general, the Design-Build Team’s responsibilities regarding utility design and relocations generally include, but are not limited to the following:
Designating a Utilities Coordinator to be the principal contact for all utility-related Project activities;

Identifying potential conflicts, verifying locations and all other necessary information about utilities, and providing monthly updates of the progress schedule reflecting utility relocations;

Designing and/or constructing relocations in accordance with the contract documents, except where the utility owner is assigned such responsibility; and

All coordination with utility owners required in connection with the Project or utility work.

Refer to Attachment 10 Design-Build Utility Coordination White Paper for more information.

5.17 Release for Construction

Release for Construction (RFC) plans are prepared and endorsed by the Design-Build Team’s EOR. GDOT must review and issue acceptance of each RFC submittal. The Design-Build Team may provide GDOT with multiple RFC submittals in an effort to obtain a conditional NTP 3 on a portion(s) of the Project (refer to Section 5.3.3 Notice to Proceed 3).

Upon the Design-Build Team’s satisfactory completion of activities necessary for GDOT to issue NTP 3 (refer to Section 5.3.3 Notice to Proceed 3), GDOT will issue written authorization to the Design-Build Team to watermark each accepted RFC plan sheet(s) with “Release for Construction” and the date of authorization.

The Design-Build Team shall use the RFC plan set to build the project with no exceptions.

5.18 Construction Administration

5.18.1 Subcontracts

The Design-Build Team will prepare and submit subcontracts in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.18.2 Payments

The Design-Build Team will prepare and submit pay requests in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.18.3 Meetings

5.18.3.1 Pre-Construction Conference

The PMC-CM is responsible for coordinating a Pre-Construction Conference with the Design-Build Team, CEI provider, District / Area Office, utilities, etc. after project award, but prior to beginning of construction activities. The format of the Pre-Construction Conference will follow GDOT standards as outlined on The Source. The Source and Standard Specifications may be modified from time to time by Design-Build policies. The OID-PM will perform a final audit on these projects.
5.18.3.2 Regular Meetings
The Design-Build Team will conduct bi-weekly progress meetings during the construction phase.

5.18.4 Certified Payroll Reporting (PoDI Only)
The Design-Build Team will prepare and submit Certified Payrolls in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.18.5 EEO Compliance
The Design-Build Team will prepare and submit EEO Compliance in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.18.6 Federal Aid Training Program (PoDI Only)
The Design-Build Team will prepare and submit Federal Aid Training Programs in accordance the GDOT Construction Manual and the Design-Build Construction SOP.

5.19 Construction Engineering and Inspection
For Design-Build Projects, CEI shall be performed in accordance with all GDOT manuals, specifications, plans, and testing requirements. GDOT Manuals include but are not limited to the GDOT Construction Manual, GDOT Bridge Manual, and GDOT Sampling, Testing and Inspection Manual.

5.19.1 Reporting
For Design-Build Projects, daily work reports and diaries shall be performed in accordance with the GDOT Construction Manual and the Design-Build Construction SOP.

5.19.2 Traffic Control
For Design-Build Projects, CEI traffic control inspections shall be performed in accordance with MUTCD Manual.

5.19.3 Erosion Control
For Design-Build Projects, CEI erosion control inspections shall be performed in accordance with the RFC Plans and the requirements of Standard Specification Section 167.

5.19.4 Construction Audits
For Design-Build projects, the standard GDOT audit procedures will be performed in accordance with the Construction Manual and Material Audit Standard Operating Procedures. The construction phase of a Design-Build project is similar to that in Design-Bid-Build. Refer to applicable portions of the GDOT Construction Manual and the Design-Build Construction SOP.
5.20 Design Changes

Design changes or errors are the responsibility of the Design-Build Team. Any changes made after the plans are authorized as RFC must be reviewed by GDOT prior to the Design-Build Team incorporating into the RFC plan set as a revision. Once a change or error is identified which may require a revision the Design-Build Team or GDOT shall issue a RFI or NCR to resolve the concern. GDOT has final acceptance of all RFIs and NCRs issued. In the event of the identification of a construction issue or a design change, the GDOT OID-PM and PMC-CM shall work with the Design-Build Team towards a quick resolution of the issue.

The following steps should be considered when working through a design issue:

1. Acknowledge the issue with the Design-Build Team personnel and explain to them that it must be forwarded to the OID-PM.
2. Note the occurrence in SiteManager’s daily documentation.
3. Discuss the issue with the Design-Build Team to determine what possible solutions they may have and communicate this through the OID-PM and PMC-CM with GDOT SMEs for review.
4. Communicate the Design-Build Team’s ideas/possible solutions with SMEs and get their feedback or response. This will help to expedite the review process.
5. Maintain communications with the Design-Build Team on the status of the SME review, and remind them that no work on the issue can continue until the design has been reviewed and the signed drawings are delivered.
6. Monitor the schedule activity(s) to determine if any time was lost on the schedule and document the impact.

Although GDOT is not responsible for the design, GDOT still has the responsibility to review any changes in the Design-Build Team’s RFC plans.

5.21 As-Built Plans

Upon completion of the Project’s construction phase, the Design-Build Team will provide GDOT with the As-Built plan set in accordance with the requirements set forth in DB Contract Documents.

The OID-PM must coordinate and provide all As-Built materials to GDOT’s Office of Design Policy & Support for proper archiving of data.

In addition, the OID-PM must coordinate with GDOT’s Office of Design Policy & Support to discuss transferring Design-Build as-built and project related files to ProjectWise.

5.22 Post Design-Build Evaluation

At or around the time of the final walkthrough on the Design-Build Project, the OID-OA will request that the Office of Engineering Services facilitate a Post Design-Build Review meeting. The meeting
will typically include GDOT SME staff, FHWA (for PoDI projects) and the Design-Build Team. In some instances, it may be appropriate to include the local government if they were the sponsor of the project. The typical agenda for the Post Design-Build Review meeting includes the following:

- Project Description
- Design-Build delivery goals
- Project stakeholders
- Project Summary
- Design-Build Proposers
- Stipend
- Design-Build Request for Qualifications (RFQ)
- Design-Build Request for Proposals (RFP)
- Design-Build Contract Documents
- Environmental Documentation
- Environmental Permitting
- NPDES Permit
- Right-of-Way
- Utilities
- Geotechnical
- Design and Construction Phases
- Design-Build Innovations
- Supplemental Agreement Summary
- DBE Utilization
- Summary of observations from OID
- Summary of observations from Office of Construction
- Summary of observations from Design-Build Team
- Recommendations
- Notable achievements by early interaction of design and contractor
- Post Design-Build Evaluation participants
5.23 Substantial Completion

5.23.1 Final Inspection

The final acceptance and closeout process is accomplished in accordance with **Volume 1 Article 7 - “Substantial Completion, Punch List, Maintenance Acceptance”**.

5.23.2 Materials Certification

The materials certification process is similar to Design-Bid-Build. Refer to the [GDOT Construction Manual](https://www.gdot.org/), All materials used on a Design-Build project must be on the [Qualified Products List (QPL)](https://www.gdot.org/) and comply with GDOT Standard Specifications for the Construction of Transportation Systems, as supplemented by the Supplemental Specification Book, Special Provisions, Supplemental Specifications, Standards, and Details. Products and suppliers are defined on the Qualified Products list, and they have a defined inspection frequency.

For Design-Build Projects, GDOT’s Office of Materials and Testing will provide all required testing in accordance with all applicable GDOT Manuals, which include, but are not limited to the GDOT Construction Manual, GDOT Bridge Manual, and GDOT Sampling, Testing and Inspection Manual.

The PMC-CM or designated CEI provider will complete all required material certification documentation to ensure all sampling and testing is completed as required for the project. Material certifications are to be submitted and tracked through e-BUILDER and ATSER. Material certification ensures all materials used in the work are acceptable.

5.23.3 Final Audit / Final Acceptance

The OID-PM or PMC-CM is responsible for completing the final checklist prior to requesting a final audit. The final checklist used will be found in the [GDOT Construction Manual](https://www.gdot.org/) (refer to attachment 28 for example of Final Checklist). If any of the checklist items have discrepancies, they must be resolved or be in the process of being resolved before requesting a final audit. The PMC-CM will compile a list of all discrepancies and provide a completion status. This list should be attached to the front of the final package and checked off by the PMC-CM as each item on the list is resolved. Once all the items have been resolved, the OID-PM or designee will complete the final audit. The final audit can be completed without the materials certificate being received, but the lack of the materials certificate shall be noted on the final audit. The project cannot be closed out until the materials certificate is received.

5.23.4 Final Payment

The PMC-CM or the designated CEI provider will submit the final package to the OID-PM prior to completion of the punch list by the Design-Build Team.

The PMC-CM will notify the OID-PM and OID-OA that the Project is ready for final audit. This request comes only after the PMC-CM has thoroughly reviewed the project records using the project checklist for requesting a final audit as a guideline. Immediately upon completion of the final acceptance, the PMC-CM will transmit final lump sum percentages to the Design-Build Team. This process will follow the contract closeout procedures in accordance with the DB Contract, **Volume 1, Article 7.7**.
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Chapter 6. Attachments

2. **Board Rules Chapter 672-18**
3. **Yearly Design-Build Report Template**
4. **Design-Build Suitability Report and Risk Matrix Template**
5. **Design-Build Recommendation Letter Template**
6. **Best Value Selection Weighting, SOQ Technical Review Committee & Selection Review Committee Recommendation Letter Template**
7. **Stipulated Fee Recommendation Letter Template**
8. **Two Phase Low Bid Selection Method, SOQ Technical Review Committee, And Stipulated Fee Recommendation Letter Template**
9. **Shortlist Recommendation Letter Template**
10. **Design-Build Utility Coordination White Paper**
11. **Design-Build Utility Memorandum of Understanding (MOU)**
12. **Design-Build RFP Review Request Letter Template**
13. **Instructions to Proposers (ITP) – One Phase Low Bid Template**
14. **Instructions to Proposers (ITP) – Two Phase Low Bid Template**
15. **Instructions to Proposers (ITP) – Best Value Template**
16. **Volume 1 – Design-Build Agreement Template**
17. **Volume 2 – Technical Provisions Template**
18. **Volume 3 – Programmatic Provisions Template**
19. **Volume 3b – Manuals**
20. **RFP General Development Guide**
21. **Project Synopsis Template**
22. **FHWA Request for Concurrence to Advertise RFP (Best Value) Template**
23. **Schedule of Values (SOV) Example**
25. **ATC Evaluation Manual Template**
26. **Contract Execution and Project Setup**
27. **Design-Build Construction Management User Manual Standard Operating Procedures**
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Chapter 7. Resources

Official Code of Georgia Annotated Section 32-2-81 (Section 32-2-81, O.C.G.A.)

State Transportation Board Rules Chapter 672-18 (referred to herein as Board Rules)

Code of Federal Regulations (CFR)
http://www.ecfr.gov/cgi-bin/ECFR?page=browse

Georgia Federal-Aid Stewardship and Oversight Agreement

Georgia Procurement Registry (GPR)
http://ssl.doas.state.ga.us/PRSapp/

Bid Express™
https://www.bidx.com/

GDOT’s Design-Build Webpage
http://www.dot.ga.gov/PartnerSmart/Innovative/Pages/DesignBuild.aspx

GDOT’s Repository for Online Access to Documentation and Standards (R.O.A.D.S)
http://www.dot.ga.gov/PS/DesignManuals

GDOT’s Plan Development Process (PDP)
http://www.dot.ga.gov/PartnerSmart/DesignManuals/PDP/PDP.pdf

GDOT’s Design-Policy Manual
http://www.dot.ga.gov/PartnerSmart/DesignManuals/DesignPolicy/GDOT-DPM.pdf

GDOT’s Bridge and Structural Design Manual

GDOT’s Environmental Procedures Manual
http://www.dot.ga.gov/PartnerSmart/DesignManuals/Environmental/GDOT-EPM.pdf

GDOT’s Pavement Design Manual

GDOT’s Automated Survey Field Manual

GDOT’s Utility Accommodation Policy and Standards Manual (UAM)

GDOT’s Policy Documents
http://www.dot.ga.gov/PS/DesignManuals
GDOT’s Local Administered Project (LAP) Manual
http://www.dot.ga.gov/PartnerSmart/Local/Documents/LAPManual.pdf

GDOT’s Design-Build Public SharePoint site

GDOT’s Prequalification webpage
http://www.dot.ga.gov/PartnerSmart/Business/Prequalification

GDOT’s Construction Manual
http://www.dot.ga.gov/PartnerSmart/Business/Source/Pages/ConstructionSpecs.aspx