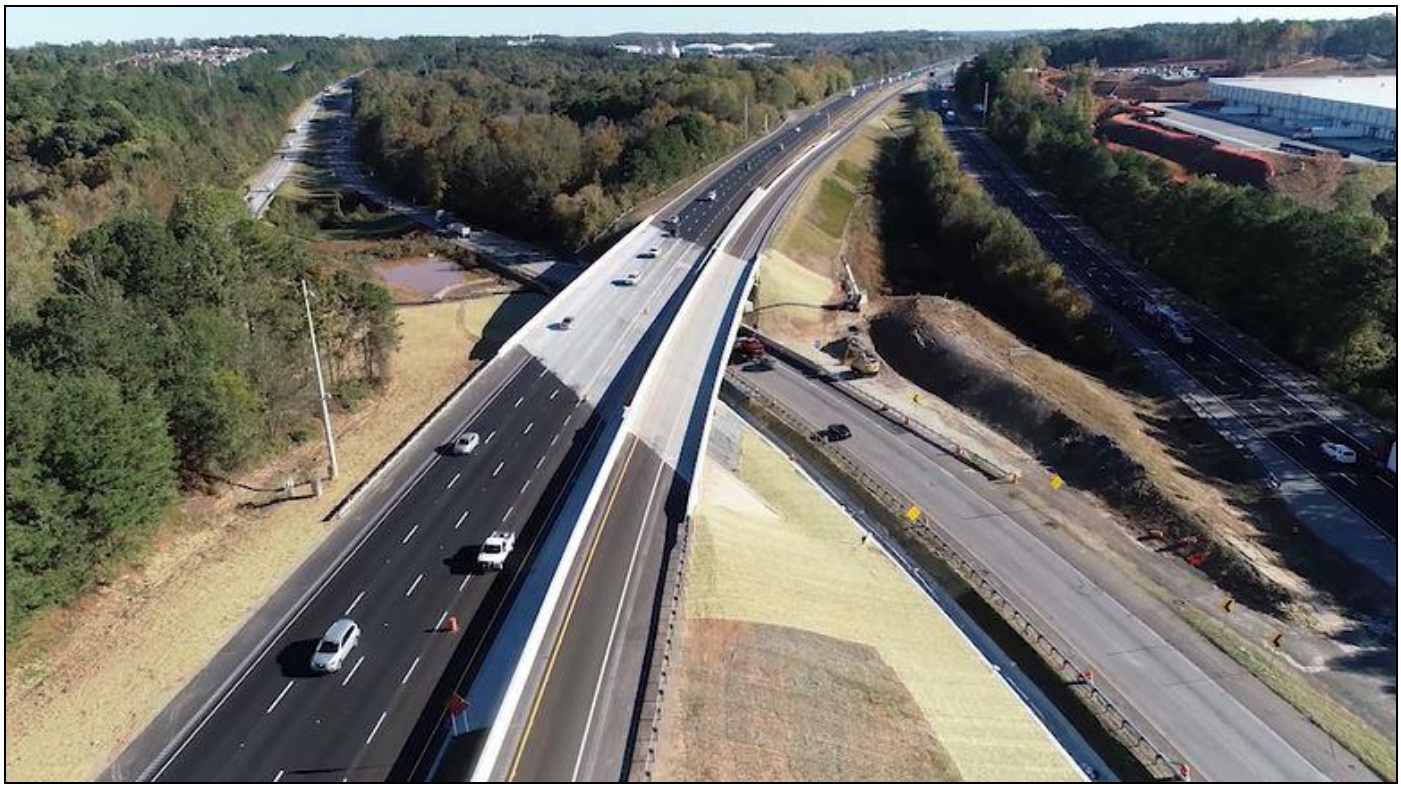
Post Design-Build Evaluation Report

Project Description: I-85 Express Lanes Extension

P.I. Number: 110600-
County: Gwinnett
GDOT District: District 1

Date Conducted: February 27, 2019



1. **Project Description:** The project included the design, construction, and integration related services necessary to construct one managed lane northbound and southbound from just north of Old Peachtree Road to Hamilton Mill Road (approximately 10 miles). The project widened I-85 existing to the outside for the eight lane mainline section south of I-985. North of I-985, I-85 was widened in the median.

2. **Design-Build Delivery Goal(s):** The expedited delivery of the managed lanes along I-85.

3. **Project Stakeholders:**
   - GDOT – Innovative Delivery, District 1, Environmental Services, Bridge Design, State Utilities
   - C.W. Matthews Contracting Co. – Prime Contractor
   - ARCADIS International – Prime Designer/ Engineer of Record
   - SRTA
   - FHWA

4. **Project Summary:**

	Project Milestone	Date
Pre-Let	Public Notice Advertisement (PNA)	09/19/2014
	Request for Qualifications (RFQ)	12/12/2014
	Letter of Interest (LOI)/Statement of Qualifications (SOQ)	01/16/2015
	Notice to Finalists	02/06/2015
	Request for Proposals (RFP)	02/13/2015
	Administrative Package Due	06/12/2015
	Technical Package Due	06/12/2015
	Price Proposal / Project Letting	06/26/2015
Post-Let	Project Award	07/07/2015
	NTP1 – Preliminary Design	09/01/2015
	NTP2 – Final Design Activities	09/02/2015
	Conditional NTP 3a – Erosion Control, Clearing/Grubbing, MOT	07/06/2016
	Conditional NTP 3b – Construction Phase	08/19/2016
	Milestone Deadline – Turnover of Hub Buildings, Fiber backbone communications network, and WAN site	03/12/2018
	Milestone Deadline – Turnover of first 4 toll sites	04/03/2018
	Milestone Deadline – Turnover of second 4 toll sites	04/24/2018
	Milestone Deadline – Turnover of third 4 toll sites	05/17/2018
	Milestone Deadline – Turnover of fourth 4 toll sites	05/31/2018
	Milestone Deadline – Turnover of fifth 4 toll sites	08/26/2018
	Milestone Deadline – Turnover of remaining toll sites	08/26/2018
	Milestone Deadline – Turnover of Toll Rate CMS	08/01/2018
	Milestone Deadline – Turnover of Toll Related ITS Sites	09/05/2018
	Milestone Deadline – Physical integration of SRTA's existing I-85 network	10/12/2018
	Milestone Deadline – Turnover of remaining Toll Rate CMS	08/31/2018
	Milestone Deadline – SRTA Network Splicing complete	08/31/2018
	Milestone Deadline – End to End Testing	10/25/2018
	Substantial Project Completion	11/03/2018
	Maintenance Acceptance Deadline	05/02/2019

5. **Design-Build Proposers:**

	Contractor	Designer	Total Bid
1	**C.W. Matthews Contracting Co, Inc.**	**ARCADIS U.S., Inc.**	**$ 139,565,846.91**
2	Lane Construction Co.	Infrastructure Consulting & Engineering, PLLC	$ 141,959,000.00
3	E.R. Snell Contractor, Inc.	Moreland Altobelli Associates, Inc.	$ 154,781,287.49

6. **Stipend**
   a. Was a stipend (stipulated fee) offered to proposing Design-Build Teams? ☒ Yes ☐ No
      If yes, how much per firm: $200,000

7. **Design-Build Request for Proposals (RFP)**
   a. Type of procurement: ☐ One Phase/Low Bid ☐ Two Phase/Low Bid ☒ Best Value
      Note: Four Design-Build Teams submitted LOI/SOQ packages in response to the RFQ and three were notified to be finalists. On June 12, 2015, the Department received three price proposals and corresponding technical proposals.
   b. Advertisement duration: ☐ 30 days ☐ 60 days ☐ 90 days ☒ 90 days +
   c. Was a draft RFP released for this project? ☐ Yes ☒ No
      If yes # of releases: N/A
      Was a Q&A format provided? ☒ Yes ☐ No
   d. Were One-on-One meetings held with proposers? ☒ Yes ☐ No
   e. List GDOT offices involved in the RFP development: Design Policy & Support, Engineering Services, Environmental Services, Innovative Delivery, Utilities, Construction, Bridge, District 1, Traffic Operations.

8. **Design-Build RFP Package**
   a. List items included in the RFP package:

Item	Yes	No	Notes
RFP	X		
Costing Plans	X		
Approved Soil Survey	X		
Approved Pavement Design	X		
Approved Pavement Evaluation	X		
Approved Design Exception for Outside Shoulder Width	X		
Approved Design Exception for Sag Curves	X		
Draft Design Exception for Inside Shoulder Width	X		
Microstation Design Files	X		
Draft Concept Report		X	Removed; see below for Approved Concept Report
Draft Environmental Commitments List	X		
Old BFIs	X		
I-85 HOV to HOT Conversion Microstation and As-Builts	X		
SR 324/Gravel Springs Road Interchange Plans	X		

Item	Yes	No	Notes
GDOT Shelf, Supplemental, and Reference Specifications/Special Provisions	X		
MOUs and Preliminary Utility Routing Reports	X		MOUs included in the contract
Attachment 16-1 Managed Lane Signing	X		
Attachment 17-2 Roll Plots	X		
Attachment 21-2 Typical Toll System Site Drawings (A through I)	X		
Attachment 21-4 Site Acceptance Checklist	X		
Approved Concept Report	X		

b. General observations of the RFP contents and/or procurement process:
None.

c. Were conflicts in project scope identified: ☐ Yes ☒ No
If yes, what sections should be revised for future RFPs:
The DB Team noted that all conflicts were resolved during procurement.

9. **Environmental**

a. Type of document: ☒ NEPA: Level: ☐ PCE ☒ CE ☐ EA/FONSI ☐ EIS/ROD
☐ GEPA: Level: ☐ Type A ☐ Type B ☐ EER/NOD

b. Was the environmental document approved prior to the RFP advertisement? ☒ Yes ☐ No
If no, when was the NEPA/GEPA document approved?

c. Was a re-evaluation performed post-let? ☒ Yes ☐ No
If yes, describe scenario why a re-evaluation was required:
- 06/09/2016 – Additional impacts due to design changes
- 02/09/2017 – Shortening the limits of a proposed noise barrier
- 06/16/2018 – Scope changes

If yes, did the Design-Build Team perform the re-evaluation? ☐ Yes ☒ No
Did the Design-Build Team provide supporting documentation? ☒ Yes ☐ No

d. General observations of the pre-let or post-let environmental process:
- The DB Team noted that the noise evaluation was well coordinated.
  - The GDOT Team took the initiative to do their own noise evaluations to confirm the findings. This allowed the noise barrier process to be completed in a timely manner.
  - GDOT noted that there were several noise barrier changes in length and location, which were handled in a timely manner.
- The DB Team noted that additional ecological delineations were required post-let. Some of the original delineations were inaccurate and some resources were missed.
  - The DB Team makes it a practice to coordinate with GDOT and confirm all ecological resources post-let from the beginning to the end of the project. This was completed with no schedule delays.
  - Resource change documentation went well.
  - Project impact changes to resources were mainly due to design changes and minimization.
  - **Lessons learned:** more up-front post-let work needed to cover the ecological delineation process.

10. **Environmental Permitting**
    a. Type of 404 permit required: ☒ NWP ☐ IP ☐ Other ☐ None
    b. Was mitigation required as part of the permit? ☒ Yes ☐ No
       If yes, did the Design-Build Team ~~perform mitigation and/or~~ acquire credits? ☒ Yes ☐ No
    c. Was a Stream Buffer Variance (SBV) required? ☒ Yes ☐ No
    d. List any other permits required by the project (not counting NPDES Permit): None
    e. General observations of the environmental permitting process:
       - The DB Team noted that the joint meeting with GDOT, EPD, and the USACE ahead of permit submittal was very effective.
         - By presenting project early to the agencies, they understood the project when the permit was received. Therefore the agency PMs were onboard with the project and helped provide expedited reviews.

11. **NPDES Permit**
    a. Did the Design-Build Team prepare the Notice of Intent (NOI)? ☒ Yes ☐ No ☐ NA
    b. Did the Design-Build Team pay the NPDES permitting fee? ☒ Yes ☐ No ☐ NA
    c. Were the ESPCP regularly redlined? ☒ Yes ☐ No ☐ NA
    d. Did any self-report actions occur? ☒ Yes ☐ No
       If yes, describe the reason(s) and outcome(s): In the process of filling a pipe with flowable concrete, the existing headwall separated and some concrete washed offsite. The DB Team cleaned the concrete that had washed downstream and self-reported to EPD.
    e. Was a consent order filed? ☐ Yes ☒ No
       If yes, describe the reason(s) and outcome(s):
    f. Additional comments: None.

12. **Right of Way (R/W)**
    a. Was R/W required? ☐ Yes ☒ No
       If yes, who was responsible for R/W? ☐ GDOT ☐ Locals ☐ Design-Build Team
       If yes, was it acquired prior to award of the Design-Build contract? ☐ Yes ☐ No
       If yes, did R/W acquisition activities impact the project schedule? ☐ Yes ☐ No
    b. How were R/W commitments or cost-to-cure elements handled on this project: N/A
    c. List any special circumstances, conditions, or property owner commitments of R/W acquisition: N/A
    d. General observations of the R/W acquisition process: N/A

13. **Utilities**
    a. Was SUE performed pre-let and included in the RFP package? ☒ Yes ☐ No
       If yes, what level? ☐ QL-D ☐ QL-C ☒ QL-B ☐ QL-A
       If No, what was the mitigating activity (e.g., white lining specification, "no-conflict" letters, first submission plans):
    b. Were Design-Build Utility MOUs executed? ☒ Yes ☐ No
    c. List the utility owners, if any, which were included in the Design-Build contract: Atlanta Gas Light (AGL), Bellsouth Telecommunications LLC b/d/a AT&T Georgia, City of Buford, Charter Communications,

Comcast, Georgia Power Distribution, Georgia Power Transmission, Georgia Transmission Corporation (GTC), Gwinnett County, Jackson EMC, Williams Gas Pipeline.

d. Generally describe observations with respect to Design-Build utility coordination:
   - The DB Team noted the utility coordination went well. The project had minimal utility impacts and only had to relocate one pole and guy wire. Other utility conflicts were avoided with design and utility owner coordination.
   - GDOT / HNTB reported only positive responses from utility owners regarding the project.

e. Generally describe any areas of improvement with respect to Design-Build utility coordination:
   - None noted.

f. What was the frequency of utility coordination meetings?
   - Utility meetings were held as needed. DB Team focused on one-on-one coordination meetings with utility owners.

14. **Geotechnical**

a. Was an approved Soils Report included in the RFP package? ☒ Yes ☐ No
   If no, was a Soils Report required for the project? ☐ Yes ☐ No

b. Was an approved BFI included in the RFP package? ☐ Yes ☒ No
   If no, was a BFI required for this project? ☒ Yes ☐ No

c. Was an approved WFI included in the RFP package? ☐ Yes ☒ No
   If no, was a WFI required for this project? ☒ Yes ☐ No

d. Was an approved High Mast Foundation Investigation report included in the RFP package? ☐ Yes ☒ No
   If no, was a HMFI required for this project? ☐ Yes ☒ No

e. Were there any geotechnical issues encountered on construction? ☐ Yes ☒ No
   If yes, describe issues and outcome: None
   Other Geotechnical Discussion:
   - The DB Team asked that consideration be given to the reliability of the soil survey provided as a RID on this project. In addition, the firm that provided the soil survey was excluded.
     - DB Team requested that either the soil survey should be reliable or the DB Team should perform. On this project, the DB Team had to sign that they accepted the findings of the soil survey RID. If reliable / contractual soil survey furnished and conditions don't match the soil survey, the DB Team suggests a change order be used.
     - GDOT noted that the DB trend was moving towards just providing existing soil data pre-let with no recommendations. The DB Team would provide the finalized report.
   - The DB Team recommended that the Department provide BFI data (such as borings) without the BFI report.

15. **Design and Construction Phases**

a. Did the Design-Build Team advance portions of the project to the construction phase while other portions of the project continued to be designed and/or permits obtained? ☒ Yes ☐ No
   If yes, describe: Conditional NTP 3a was issued for erosion control, clearing and grubbing, and MOT on July 6, 2016. NTP 3 for all remaining construction activities was issued on August 19, 2016.

b. Describe the typical frequency for progress meetings? During the Design and Construction Phases, the meetings were bi-weekly.

c. Were the Design-Build Team plans/submittals of acceptable quality? ☒ Yes ☐ No
   If no, describe issue and any corrective actions taken:

d. Were GDOT's review times adequate? ☒ Yes ☐ No
   If no, describe:
   General observations of review times: None noted.

e. Was the Asphalt Index specification included in this project? ☒ Yes ☐ No
   - It was noted that the DB Team prefers the inclusion of the Asphalt Index.

f. Was the Fuel Index specification included in this project? ☐ Yes ☒ No

g. Was construction the Maintenance of Traffic (MOT) acceptable? ☒ Yes ☐ No
   If no, describe: N/A
   Other MOT discussion:
   - GDOT and the DB Team noted that the Highway Advisory Radio (HAR) was not effective due to the limited range of the signal and the message content.
   - District Construction recommended looking at allowing additional closures for setting beams over freeways during RFP preparation. An SA was required to allow for the setting of beams at I-985.
   - The DB Team noted that weekend closures were helpful and more efficient for construction windows.

h. Was the Schedule of Values adequate? ☒ Yes ☐ No
   If no, describe:
   - GDOT noted that the original RFP Schedule of Values (SOV) was expanded. Once expanded, the SOV worked well.

i. Was the pay voucher and overall payment process acceptable? ☒ Yes ☐ No
   If no, describe:
   - It was noted that while the pay voucher and overall payment process was acceptable, issues were encountered with Site Manager that required a "work around."

j. Was the Critical Path Method (CPM) schedule specification used on this project? ☒ Yes ☐ No
   If yes, describe general experiences (pro or con) using the CPM specification:
   If yes, any suggested improvements to the use of CPM schedule:
   - The DB Team notes that they generate a detailed CPM schedule during procurement to accurately bid the project within the time constraints.
   - The DB Team noted that current CPM specifications are considerably different than project specifications. Parts of this CPM specification were difficult to comply with and still meet the goals of the project. The specification could be improved by stating the goals for the CPM not necessarily the P6 settings.
   - DB Team stated that they preferred the schedule specification be adapted for specific project applications.

k. Were there any unique issues (to Design-Build) that occurred? ☒ Yes ☐ No
   If yes, describe:
   - Unique issues encountered on this project included:
     - Noise Wall Material – The DB Team originally proposed the lightweight Paragon noise panel via ATC. As the project developed the Paragon panels were rejected by the Department due to performance on other projects. A Supplemental Agreement was completed to switch to concrete panels with an ashlar finish.
     - Coordination with other area projects – The DB Team and GDOT Team worked extensively to coordinate with other projects in the corridor to eliminate re-work /

throw away work by the future projects. This coordination led to several Supplemental Agreements. The future projects included:

- Gravel Springs Interchange – Adjusted I-85 Express overhead sign structures, tolling, and ITS to fit future ramps.
- I-985 Widening – Lengthened I-85 Express Bridges to allow for future I-985 NB widening inside lane.
- I-85 Widening – Adjusted I-85 Express signing, marking, OGFC limits, and NB express lane gore for inclusion of third general purpose lanes.

- Inside Shoulder Supplemental Agreement – FHWA requested a full inside shoulder between I-985 and SR 20 where there was room to eliminate portions of the original design exception. The change affected twelve overhead sign structures that were in various stages of fabrication:
  - The DB Team focused on using as much of the fabricated signs as possible. They adjusted the design so that only one structure needed to be re-fabricated.
  - The DB Team also adjusted the design to minimize shoulder transition rework.

l. Were sound barriers required on this project? ☒ Yes ☐ No

If yes, describe the material/color: Paragon was approved via an ATC for use on this project. This was subsequently changed by Supplemental Agreement to Concrete with Ashlar Finish.

If yes, was the sound barrier material/color specified in the contract? ☐ Yes ☒ No

If yes, was the sound barrier height/location specified in the contract? ☒ Yes ☐ No

m. Were there lane closure restrictions on this project? ☒ Yes ☐ No

If yes, were they adequate or could they have been modified for efficiency:

- The DB Team noted that weekend closures were found to work better than nighttime closures and improved paving operation efficiency.
- The DB Team noted that some of the "additional restrictions" outlined in the DBA didn't necessarily impact their operations (Gwinnett Braves games, Gwinnett Arena events, etc.).
- The DB Team noted that the one-mile barrier / shoulder closure maximum limited the amount of viable construction area:
  - It was believed this was the first project that the restriction was implemented.
  - Some past GDOT projects had allowed up to a five-mile barrier lengths / shoulder closures.
  - The DB Team recommended longer barrier / shoulder closures lengths with designated safety pull-off areas on the inside or outside shoulder. It was envisioned the pull-off area would be approximately 300' long and located every 1 ½ to 2 miles.
  - The District noted that construction balance must be balanced with safety.
  - The DB Team noted that on two lane interstate median widening projects where the outside shoulder remains open, the traveling public would not necessarily need a safety pull-off area on the inside shoulder. This would allow for long barrier lengths / inside shoulder closures and increased production.

n. Were there ITS outage restrictions on this project? ☒ Yes ☐ No ☐ NA

If yes, were they adequate or could they have been modified for efficiency:

- Existing ITS facilities were limited within the project limits; outages were included because of the tie-in work at the south end of the project.
- SRTA noted that tolling coordination went well throughout the project.
- The DB Team noted that the tolling specifications were well written and had been improved from previous tolling projects.

- GDOT TMC asked for a focus on continued coordination with the TMC to ensure all parties are on the same page at the end of the job:
  - GDOT devices were the last installed because they were not tied to project milestones.
  - Initial coordination went well.
  - Partial Maintenance acceptance was issued without the TMC Maintenance contract being in place.
- The District asked if the SRTA Supplemental Agreement for fiber redesign from 96 to 144 strand could have been better timed. The DB Team felt the re-design was a better design.
- Fiber Testing
  - SRTA is in the process of evaluating performing lateral fiber testing over the life of the project, rather than right at the end.
  - The DB Team noted that this would have been difficult on this job considering batches of fiber were turned over, rather than one stretch at a time.
  - The order of device turnover can greatly affect fiber testing and long term fiber data loss. A workshop between, GDOT, SRTA, and the industry may be appropriate to discuss the issue and develop specifications / guidelines.
- The District noted that there was an issue with the Tolling Integrator and logistics during construction. SRTA noted that it was an integrator staffing issue.

o. Were there new or existing Traffic Signal modifications required? ☒ Yes ☐ No
If yes, were the traffic signal permits obtained by GDOT: ☐ Yes ☒ No

p. Were As-built plans prepared by the Design-Build Team? ☒ Yes ☐ No ☐ Pending

16. **Design-Build Innovations**

a. Were there innovative designs, solutions or materials used on this project? ☒ Yes ☐ No
If yes, describe:
- Noise D-Fence (Paragon) Sound Barriers
- Allowable Shoulder / Lane / Roadway Closures approved via ATC
- 5 ½" Thick Mechanically Stabilized Embankment (MSE) Panels
- Gravix Precast Wall System
- SB Allowable Shoulder / Lane / Roadway Closures approved via ATC
- Retained Existing Shoulder
- Design optimizations, including changing the SB alignment and Florida I-Beams over the I-985 NB skewed lanes

b. Were any Value Engineering Proposals (VEP) submitted? ☐ Yes ☒ No
If yes, fill out the below information:

No.	VECP Description	Total Savings	Approved
1	None	$	N/A

c. List other benefits that are not reflected in the cost savings: None.

17. **Supplemental Agreement Summary** – Pending liquidated damages final determination.

SA No.	Amount	Description
1	$ 8,819.00	GDOT Communication Revisions
2	($ 1,542,462.32)	Duct Bank Extension and Fiber Revision (Credit), and Retain Existing Shoulder (Credit)

SA No.	Amount	Description
3	$ 607,904.37	Detail D-24D Stilt Fence Check Dam, Delete Ramp Meters at SR 20 (Credit), and add ramp meter to SR 317 SB On Ramp
4	$ 2,747,617.32	I-985 Future Third Lane Modification, and OVHD Structure E1126 for future third NB Lane on I-985
5	$ 1,249,786.97	Gravel Springs Modification
6	$ 32,503.00	SRTA Fiber Changes
7	$ 48,905.00	Implement Revised Construction Detail T-15B
8	($ 155,751.07)	Extend Median Construction to just past Hamilton Mill Bridge, and Reduction in Sound Barrier 1-1 Length (Credit)
9	$ 75,954.00	Sign Modifications for future I-85 third Lane
10	$ 3,123,269.60	Substitution for Paragon Noise D-Fence Sound Barrier Panels
11	$ 0.00	Add Special Provision 624 Noise Barrier for precast concrete panel requirements
12	$ 809.599.96	Paragon Noise Barrier Settlement Agreement
13	$ 2,798,017.63	I-985 to SR 20 Widen Inside Shoulder to 10’
14	($ 29,736.18)	I-985 to Hamilton Mill Stripe for three GP Lanes
15	$ 0.00	Time Extension
16	$898,509.90	Additional paving and RPMs
17	$ 0.00	Lane Closure 2
18	$ 0.00	Time Extension
	$10,673,018.18	**Total**

18. **DBE**
    a. What was the project’s DBE goal? 14%
    b. Was it or will it be met? ☐ Yes ☒ No
        If yes, generally describe utilization:
        - DBE utilization included hauling and other disciplines during construction phase.
        - A wall being installed by a DBE sub was deleted by Supplemental Agreement 4.
        - The final DBE utilization was approximately 11%.
        - GDOT noted DBE utilization impacts should be a consideration during supplemental agreement discussions. Then GDOT can work with the DB Team to mitigate any reduction in utilization due to the supplemental agreement.

19. **Summary of Observations from Office of Innovative Delivery (OID), Construction, DB Team**
    - It was noted that many of the Supplemental Agreements on the project were for additional scope due to coordination with other corridor projects.

- It was also noted that there was great coordination between the GDOT Team and DB Team to address the changes and challenges that came up over the life of the project.

20. **Recommendations**
    - DB Team perform end to end post-let ecological resource delineation to confirm / adjust initial delineations.
    - Present project to resource agencies early to improve permitting process.
    - Utility Coordination Meetings (including one-on-one meetings with individual utility owners) as required by the project complexity and utility conflicts.
    - GDOT provide only existing soil survey information and DB Team complete soil survey with recommendations. Another option would be to make the Soil Survey more reliable and contractual. Changing soil conditions would be addressed by supplemental agreement.
    - Highway Advisory Radio (HAR) was not effective on this project and should be reviewed prior to future applications.
    - Additional lane closures for setting beams over freeways should be considered during RFP development.
    - Weekend lane closures are helpful for construction production.
    - CPM specification could be improved by stating the goals for the CPM not necessarily the P6 settings.
    - Longer barrier / shoulder closures lengths with designated safety pull-off areas on the inside or outside shoulder should be considered to improve production. Safety pull-off areas approximately 300' long and located every 1 ½ to 2 miles may be adequate. On two lane interstate median widening style projects where the outside shoulder remains open, a safety pull-off area on the inside shoulder would not necessarily be needed.
    - Additional coordination with the TMC on GDOT ITS devices is required at maintenance acceptance.
    - A workshop between GDOT, SRTA, and the industry may be appropriate to discuss the device turnover and fiber testing in order to develop specifications / guidelines

21. **Notable Achievements by Early Interaction of Design and Contractor**
    - Coordination on other corridor projects to accommodate and avoid re-work of future projects. This including opening a third general purpose lane from I-985 to Hamilton Mill approximately one year early.
    - Salvaging 11 of 12 fabricated overhead sign structures for full inside shoulder supplemental agreement.

22. **Post Design-Build Evaluation Participants:** See attached Sign-In Sheet

Design-Build Post Construction Evaluation Sign-in Sheet

Project: NHIM0-0085-02(164), Gwinnett County: P.I. No. 110600-; I-85 from North of Old Peachtree to Hamilton Mill Road - Managed Lanes

Meeting Date: February 27,2019

Location: One Georgia Center Meeting Room 402; 1:00 pm to 3:00 pm

Name	Office/Company	Phone	e-mail address
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Calling In

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