



US 17 / SR 404 Spur Bridge Major Maintenance Project

P.I. 0019219

Andrew Hoenig P.E., DBIA

OAD P3 Construction Program Manager

W. Ron Nelson, DBIA, CPESC

OAD Project Manager

Karen Oaks, GCPA

P3 Procurement Program Manager

March 16, 2023



Agenda

- **Construction Manager/General Contractor (CM/GC) Overview** –
Andrew Hoenig P.E., DBIA, Office of Alternative Delivery (OAD) P3
Construction Program Manager
- **US 17 / SR 404 Spur Bridge Major Maintenance Project Overview** –
W. Ron Nelson, DBIA, CPESC, OAD Project Manager
- **Procurement Overview** –
Karen Oaks, GCPA, P3 Procurement Program Manager

Disclaimer Statement

During this Industry Forum, Georgia Department of Transportation (GDOT, or the Department, or Georgia DOT) will provide information about the Project's delivery goals, anticipated scope, anticipated DOR, ICE, CM/GC, and CEI procurement process, and potential risks.

This is a recorded presentation. **Any information provided by Georgia DOT shall be considered as informational only and is subject to change.**

Construction Manager/General Contractor (CM/GC) Overview

Andrew Hoenig P.E., DBIA

OAD P3 Construction Program Manager



Alternative Contracting Methods (ACM) Background

- House Bill 577 (HB 577) enacted during the FY21 Legislative Session, effective July 1, 2021, amended the Georgia Code to allow Alternative Contracting Methods (ACM)

Title 32, Chapter 2. Department of Transportation
Article 4. Exercise of Power to Contract Generally
Part 2. Public Private Initiatives and Alternative Contracting Methods
§32-2-80 Public-Private Partnerships (P3)
§32-2-81 Design-Build Contracting
***§32-2-82 Alternative contracting methods**

- **Construction Manager/General Contractor (CM/GC)** is one of the ACM approaches approved by HB 577

ACM Approval Schedule



Rule 672-22-.01 Statement of Policy and Purpose of Rules & Regulations requires that:

- GDOT will consider the use of ACM to deliver a project when it is in the public interest
- GDOT must consider suitability and feasibility of ACM for delivery of a project
- **Board approved the use of an ACM (CM/GC) on January 19, 2023 prior to solicitation of the Project**

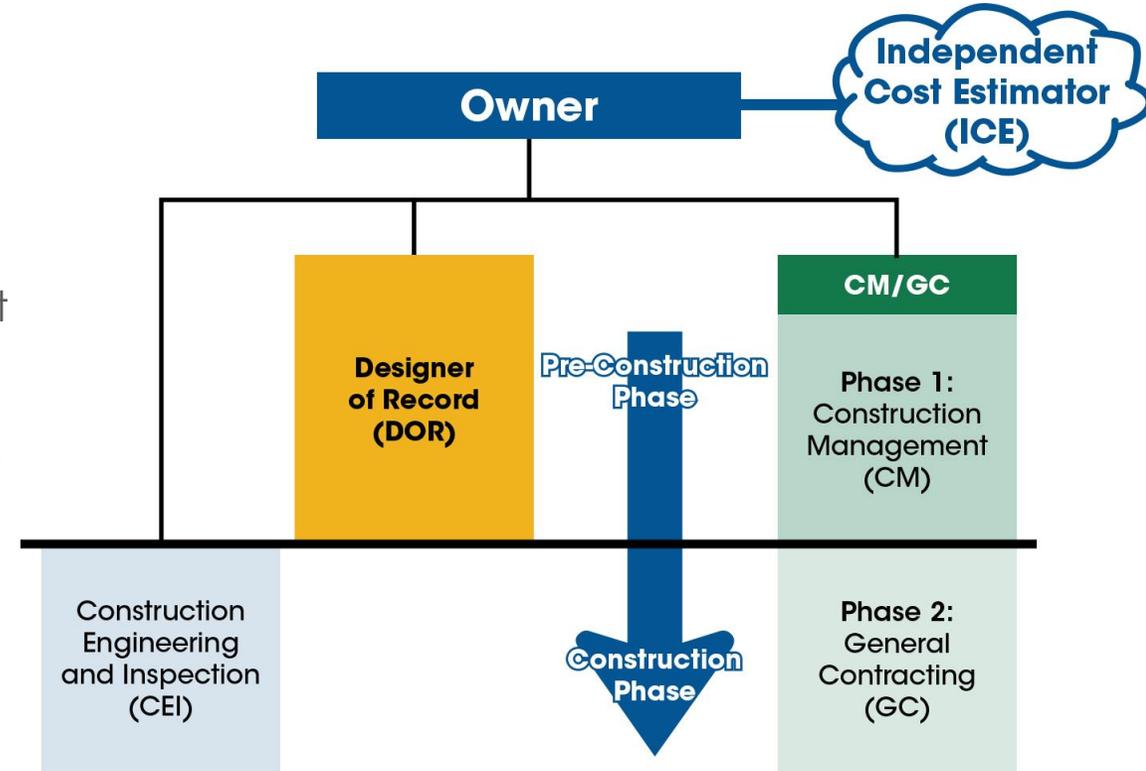
Proposed Delivery Method – CM/GC

- GDOT OAD assessed the suitability and feasibility of CM/GC to deliver the Project utilizing the following factors:
 - Expected benefits from phased project delivery or issuance of multiple work packages
 - Unique Project needs that would benefit from Contractor involvement early in the design process
 - Public Interest
 - Innovation
 - Risk identification, risk allocation, and risk mitigation
 - Design complexity
 - Cost control
 - Construction schedule optimization

What is the CM/GC Delivery Method?

A project team generally consisting of **five** major components:

1. An **Owner - GDOT**
2. **Owner** contracts with a **Designer of Record (DOR)***
3. **Owner** contracts with **ICE***
4. **Owner** contracts with a **CM/GC**
 - Procured utilizing a Two-Phase, Best-Value procurement
 - **Phase 1:** Construction Management (CM) consulting contract to provide input on the design, cost, constructability, staging, phasing, maintenance of traffic, risk assessment, and risk mitigation
 - **Phase 2:** General Contracting (GC) contract to build the project, assuming agreement is reached on the Negotiated Construction Price (NCP) during Phase 1
5. **Owner** contracts with a **CEI***



***DOR, ICE, and CEI** will be procured separately utilizing Professional Services procurements

CM/GC Preconstruction Services Philosophy

CM/GC works with GDOT and DOR



To develop,
implement & maintain
spirit of cooperation
and communication



To provide staff to advise,
assist & make
recommendations



To provide input on
schedule, phasing,
constructability & cost

CM/GC Construction Services Philosophy

CM/GC works with GDOT and DOR



To construct the project within the Negotiated Construction Price (NCP)



To execute Quality Control Program



To develop, implement & maintain spirit of cooperation and communication

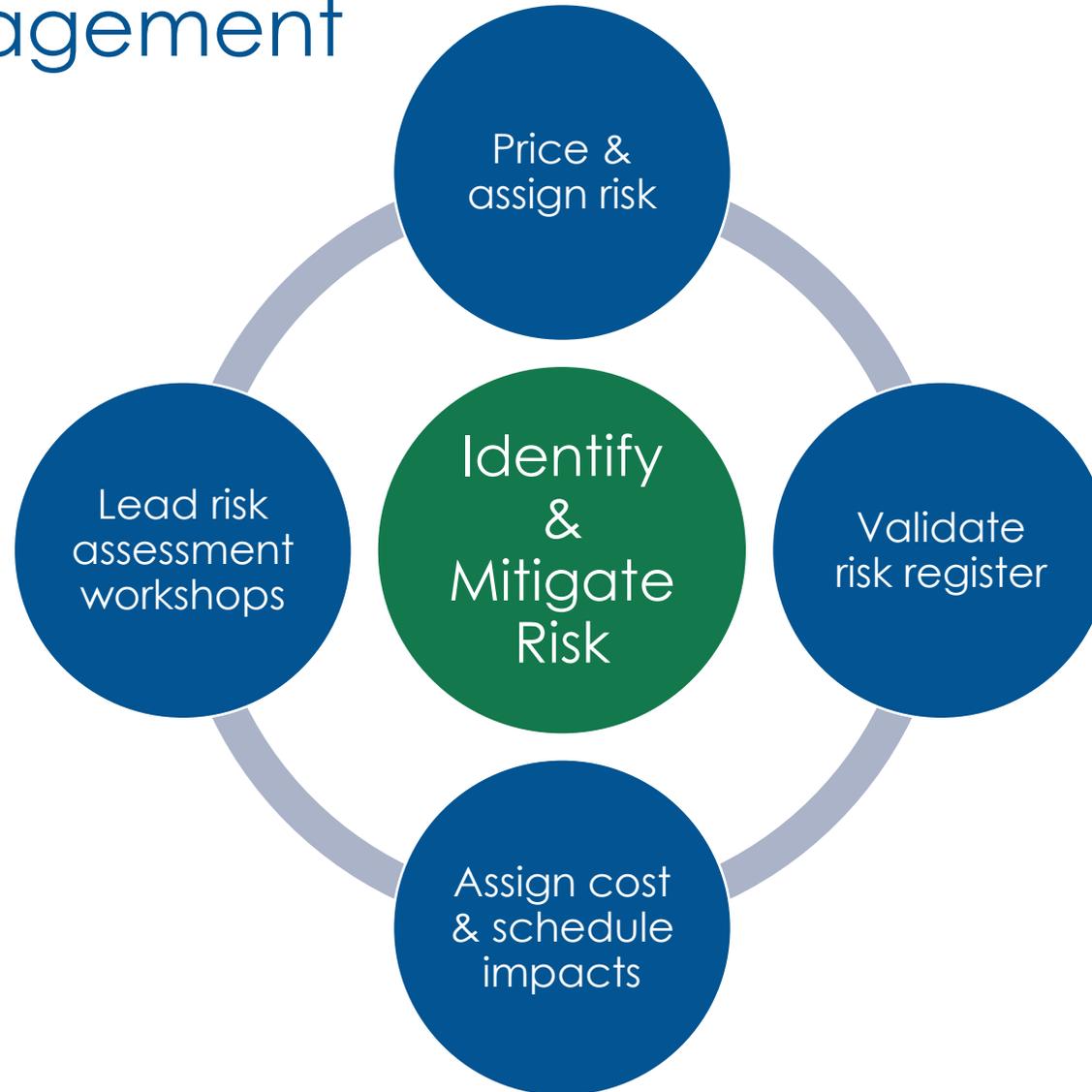


To provide resources to execute the work efficiently



To collaborate on issues resolution and stakeholder management

GDOT, DOR, and CM/GC Role in Risk Management



Additional Benefits of the CM/GC Delivery Method



Fosters innovation: Collaboration among GDOT, DOR, and CM/GC during design



Cost/budget management: CM/GC provides real-time cost information during design



Design control: GDOT retains control of the design



Improved constructability: Design process anticipates and includes constructability reviews by selected CM/GC



Expedites schedule: Early contractor input and the ability to overlap design and construction



Reduces cost: Innovation, value engineering, risk mitigation and design efficiencies



Increases on-time completion and budget certainty: Early contractor input minimizes changes/surprises

US 17 / SR 404 Spur Bridge Major Maintenance Project Overview

W. Ron Nelson, DBIA, CPESC,
OAD Project Manager



US 17 / SR 404 Spur Bridge Major Maintenance Project Overview

Project Overview

- Replace the existing cables as part of the planned maintenance of the cable stayed bridge
- Raise the profile of the bridge to accommodate access for larger shipping vessels headed to the Port of Savannah

Current Status

- Procurement started in Q1 2023



US 17 / SR 404 Spur Bridge Major Maintenance Project Overview (cont'd)

- The ultimate goal of the Project is to increase the remaining service life of the Bridge over the Savannah River and the Port's navigational channel
- The following construction activities are anticipated:
 - Replacement of the grouted stay system with current state-of-the-art ungrouted cable system
 - Rehabilitate expansion joints, bearings, and tie downs
 - Removal of the inspection traveler system
 - Replacement of the roof scuttles at the tops of the tower piers
 - Addition of ladder safety systems
 - Potential increase to the minimum ship channel clearance by 15-20 feet
 - Potential wind modifications to the bridge cross section

Roles & Responsibilities – GDOT

- **Integrates the effort of DOR and CM/GC to drive the value of the two contracts, not just administer contracts**
- Establishes and communicates objectives
- Identifies cost and performance objectives
- Defines project scope and requirements
- Verifies compliance with laws, mandates, regulations, and procurement policies
- Makes payments to CM/GC, DOR and ICE
- Defines roles
- Directs the DOR
- Facilitates design and construction progress
- Tailors the design and construction contracts to the project
- Establishes the negotiation parameters
- Obtains requisite level of completion
- Leverages available funding
- Distributes authority to make decisions
- Reconciling the final NCP

Roles & Responsibilities – DOR

- **Unique to the CM/GC Delivery Method**
- The DOR, through the appropriately qualified and licensed design professional, shall prepare all design plans and assume engineering and design liability by signing and sealing all respective Released For Construction Documents for the Project
- Collaborates with CM/GC during preconstruction
 - Produce design deliverables
 - Consider and incorporate, where appropriate, suggestions for improving the design from the CM/GC
 - Respond to comments
- Coordinates with GDOT's design validation reviews and approvals
- Responds to and considers CM/GC Value Analysis Proposals (VAP) during preconstruction; jointly present to GDOT for approval
- Prepares Engineer's Estimate when requested by GDOT

Roles & Responsibilities – ICE

- **Unique to the CM/GC Delivery Method**
- Produces Independent Cost Estimates
- Reconciles with CM/GC developed project cost model
- Cooperates with CM/GC during preconstruction by:
 - Ensuring ICE estimates are based on the same construction means and methods used by CM/GC
 - Confirming quantities of work and definitions for payment and measurement with the CM/GC
 - Reviewing CM/GC subcontractor and vendor quotes and validating quote adjustment and selection
 - Aligning Independent Cost Estimate to CM/GC's proposed construction schedule
 - Participating in project design and preconstruction meetings
 - Assisting in value analysis
 - Produce independent evaluations of each Opinion of Probable Construction Cost (OPCC)
 - Providing assistance during price negotiations

Roles & Responsibilities – CM/GC

- **Major change from DBB is inclusion of preconstruction services**
- Phase I: Preconstruction
 - Consults with project team during design phase to develop, implement, and maintain cooperation and open communication
 - Provides input on schedule, phasing, constructability, design improvements, materials availability, cost, etc.
 - Provides recommendations and assists GDOT and the design team on all aspects of planning, design, and proposed construction
 - Develops Opinion of Probable Construction Cost (OPCC)
- Phase II: Construction (assuming agreement is reached with GDOT on NCP)
 - Constructs the project
 - Manages subcontractors
 - Executes the QC program
 - Monitors compliance with DBE and OJT requirements
 - Develops, proposes, and tracks innovations and documents cost savings and schedule impacts

Roles & Responsibilities – CEI

- Monitor and inspect construction activities
- Material testing and coordination with Office of Materials and Testing
- Nonconformance report (NCR) reviews
- Attend meetings with Project Management Team (PMT)
- Submittal reviews
- Measure and compute quantities of materials
- Maintain construction diaries, logs, notebooks, records, and documents through electronic data management system (e.g., ATSER and e-Builder)
- Coordinate with ATSER for Material Acceptance Testing System (MATS)

Procurement Process Overview

Karen Oaks, GCPA

P3 Procurement Program Manager



Procurement Method – DOR

- Will be procured separately by Transportation Services Procurement (TSP) utilizing Professional Services procurement
- Project specific multi-year consultant contract
- Placed under contract first to prepare basis of design documents, base design criteria, and project scope of work
- **Key Personnel:**
 - Roadway Design Lead
 - Bridge Design Lead
 - Environmental Lead
 - Survey Lead
 - Geotechnical Lead

Tentative Procurement Schedule – DOR

ACTIVITY	
PNA Advertisement	2/8/2023
Industry Forum	3/16/2023
Industry One-on-One Meetings	3/16-17/2023
Advertise RFQ	4/6/2023
SOQ Submission Deadline	5/11/2023

Procurement Method – ICE

- Will be procured separately by TSP utilizing Professional Services procurement
- Project specific multi-year consultant contract
- Placed under contract to produce independent evaluations of each OPCC, cooperate with the CM/GC to develop a project cost model throughout preconstruction and assist GDOT during price negotiations as needed
- **Key Personnel:**
 - ICE Project Manager
 - Estimating Lead
 - Civil Estimating Lead
 - Structural Estimating Lead
 - Quality Control Lead

Tentative Procurement Schedule – ICE

ACTIVITY	
PNA Advertisement	2/8/2023
Industry Forum	3/16/2023
Industry One-on-One Meetings	3/16-17/2023
Advertise RFQ	10/2/2023
SOQ Submission Deadline	11/2/2023

Procurement Method – CM/GC

- Two-Phase Best-Value selection method
 - Technical proposals will be reviewed on a pass/fail basis, then evaluated and assigned points by a Technical Review Committee
 - Price proposals will be developed based on the advertised RFP
 - Apparent Successful Proposer shall be the Responsive, Shortlisted Proposer who achieves the highest Best-Value Score, as determined in accordance with the formula in the advertised RFP
- **Key Personnel:**
 - CM/GC Project Manager
 - Preconstruction Project Manager
 - Construction Project Manager
 - Bridge Erection Engineer

Tentative Procurement Schedule – CM/GC

ACTIVITY	
PNA Advertisement	2/8/2023
Industry Forum	3/16/2023
Industry One-on-One Meetings	3/16-17/2023
Advertise RFQ	4/21/2023
SOQ Submission Deadline	6/29/2023
Issue Notice to Finalists	7/28/2023
Advertise RFP	8/11/2023
Receive Proposals	11/9/2023
CM/GC Interviews	11/15 - 11/16/2023
Letting/Announce Successful Bidder	12/14/2023

CM/GC Request for Qualifications (RFQ) – Phase 1

- Respondents will submit SOQ in response to RFQ
- RFQ will include project goals and key elements of the evaluation
- Minimum and desired qualifications will be outlined
- Qualifications will be tailored to the project based on goals and risks

Typical SOQ submittal may include:

- Past project performance on projects of similar size and complexity
- Required and/or key personnel and their qualifications
- Suitability to perform services for the project

CM/GC Request for Proposals (RFP) – Phase 2

- Initiated after selection of shortlisted RFQ Respondents
- RFP outlines contract requirements, scope, project standards, and instructions for responding with a proposal
- GDOT intends to conduct interviews with responsive Proposers and will provide further instructions in the RFP

Proposer's Technical Proposal may include:

- Project staffing approach
- Construction quality management plan
- Examples of innovative delivery solutions on similar projects
- Conceptual VAP for the Project, if any
- Approach to developing the NCP
- Preconstruction Services Fee

Anticipated RFP Best-Value Selection Criteria



Technical
Proposal
Score



Price
Proposal
Score



Interview
Score



SOQ Score
(under
consideration)



Best-
Value
Score

Procurement Method – CEI

- Will be procured separately by TSP utilizing Professional Services procurement
- Project specific multi-year consultant contract
- Procured last in advance of construction services
- **Key Personnel:**
 - Project Engineer
 - Senior Inspector
 - Senior Bridge Inspector
 - Inspector I
 - Inspector II

Tentative Procurement Schedule – CEI

ACTIVITY	
PNA Advertisement	2/8/2023
Industry Forum	3/16/2023
Industry One-on-One Meetings	3/16-17/2023
Advertise RFQ	2/9/2024
SOQ Submission Deadline	4/26/2024

Conflicted Firms

The following firms are known to be conflicted on this Project and may not participate as a DOR, ICE, CM/GC, or CEI:

- Grice Consulting Group, LLC
- Gude Management Group
- HNTB Corporation
- Luster National, Inc.
- McGuireWoods LLP
- Platinum Geomatics, LLC
- Southeastern Engineering, Inc.
- United Consulting Group Ltd.

Questions?

During project procurement, all proposer questions shall be submitted to the Department via email:

US17BridgeMaintenance@dot.ga.gov.

References:

Georgia DOT P3 Division SharePoint Site

<http://mydocs.dot.ga.gov/info/designbuild/default.aspx>

Georgia DOT Innovative Projects Web Page

<https://www.dot.ga.gov/GDOT/Pages/InnovativeProjects.aspx>

Stay Connected



@GeorgiaDOT



@GADeptofTrans



@gadeptoftrans



www.dot.ga.gov

Thank You

For Viewing