

**CITY AND COUNTY OF DENVER
DEPARTMENT OF TRANSPORTATION AND INFRASTRUCTURE**

RFQ – ON-CALL PROGRAM AND PROJECT CONTROLS PROFESSIONAL SERVICES

**ADDENDUM NO. 1
May 10, 2023**

Firms are hereby instructed that the RFQ documents are modified, corrected, supplemented and/or superseded for the above-mentioned project as hereinafter described:

QUESTIONS/ANSWERS

- Q1. When can we receive answers to questions?
- A1. **Answers will be sent via addenda as soon as possible after question submissions. Deadline for all addenda to be issued is 2 p.m., May 18, 2023 (five business days before submittals are due).**
- Q2. Can you expand a little on “project management support”?
- A2. **Project management support does not include design or construction project management. Project management support is project lifecycle support at all phases of a project from development to closeout to ensure adherence to total project management principles in alignment with best practices adopted by PMD. Project Management support also includes delivery of trainings to DOTI staff on project management standards, systems, and processes.**
- Q3. Can you clarify the scope of work intended for technical writing?
- A3. **Technical writing scope includes development of high-quality documentation such as program and project management standards, specifications, user guides, how-to instructions, SOPs, web pages, newsletters, etc. Assisting PMD in creating, reviewing, and integrating content to increase clarity, usability, and adoption of best standards and technology**
- Q4. Will this contract be awarded to one firm or multiple firms?
- A4. **Current plan is to award one firm. The MWBE goal of 5% was based on DSBO’s insights into the industry availability to deliver this narrow scope. However, the project management team procuring this on-call is open to the possibility of awarding two firms. The City will make a final decision when bids are received.**
- Q5. For Analytics & Reporting, would we be using the City’s systems, or do you want someone to stand up a new web based system?
- A5. **For analytics and reporting, we will accept proposed new systems to support implementation of this scope but only if the proposed systems can integrate with PMD’s existing and planned systems. The consultant will facilitate reporting to various stakeholders and DOTI departments utilizing software systems designated by DOTI including Power BI, Oracle Primavera P6, Aurigo Masterworks, Workday and Textura as tools for communication across all City divisions.**
- Q6. Are CVs included in the 15 page limit?

- A6. **No, CVs (resumes) are not included in the 15 page limit.**
- Q7. We understand Denver DOTI may award contracts to multiple firms. What will be the process of awarding work; i.e., will there be RFPs issued for each task order and what mobilization period is expected?
- A7. **This solicitation is for the “On-Call” delivery of services. If awarded to multiple firms, the On-Call delivery approach allows DOTI to enter a mini-RFP selection process among awarded firms with remaining contract capacity and within equitable utilization in an expedient fashion to secure services for task delivery “as needed”. The firms engaged to participate in the mini selection process will be provided the project description, scope of work and the evaluation criteria to be used. Written notification of the results will be provided to all selected firms that submitted written proposals. Expected mobilization period is 3 weeks at minimum.**
- Q8. How will tasks be assigned: for example, will resources for specific disciplines (e.g. estimating, scheduling, etc.) be assigned to specific projects at DOTI or will the team of project control specialists be contracted for a period of time so that they are available to provide services on an as-needed basis?
- A8. **If the on-call is awarded to multiple firms, an awarded task procured through a mini-RFP selection process will include a project description and scope of work that is to be delivered within an identified period of time in accordance with the master on-call scope. If the on-call is a single award, each project description and scope of work will be provided to the firm, the firm will respond with a timeline and fee for delivery.**
- Q9. Does Denver DOTI have a list of titles for key personnel related to the list of disciplines listed in Section B?
- A9. **The Program Management Division has projected titles for staff augmentation key personnel related to the disciplines listed in section B and can include but are not limited to: Program Controls Mgr, Project Controls Sr, Project Controls Specialist, Project Controls 1, Document Control Specialist, Business Analytics Specialist, Computer Systems Specialist, Systems Applications Specialist, Risk Analyst, Analytics Analyst Lead.**
- Q10. We understand the service is an on-call basis, can you provide an expected level of effort, i.e. number of resources, scope of work for the contract duration?
- A10. **Scope and resource need will vary by individual awarded task. Overall expected staff augmentation resource availability is to deliver full program management office resource function. This solicitation is to award on-call services for a term of three years with \$5,000,000 in contract capacity.**
- Q11. Please confirm if remote working arrangement for few disciplines are acceptable due to the nature of the contract (on-call basis).
- A11. **Yes, remote working arrangement is acceptable.**
- Q12. We note the RFQ refers to EXHIBIT A Scope of Work (section 2.07 (e)), however the Exhibit A is blank, can you confirm when the scope of work will be defined?
- A12. **Scope of Work to be defined and attached as Exhibit A once contract is awarded and will be based on the Scope outlined in Section B: Scope and Technical Requirements in the RFQ.**
- Q13. Please confirm the requirement in A.3, Section 1, g) refers to the signature on the Cover Page of the RFQ.

- A13. Yes, Vendor Signature Page is the Cover Page of the RFQ.**
- Q14. Please confirm the requirements for Section A.3, Section 4, b) Vendor Information.
- A14. Vendor name, address, email, website, and phone number. Vendor name and address shall match the information registered with the Colorado Secretary of State.**
- Q15. Do you anticipate a phased approach, starting with support of program controls set-up (including tools, systems, process, procedures and guidelines) followed by a project delivery phase, or will you have both phases running in parallel?
- A15. Phases will run in parallel to support varying degrees of organizational maturity.**
- Q16. There is some mention of IT related systems applications and data management support in section B.10 of the RFQ. Can you please elaborate on what the anticipated percentage of program and project management work will be related to information technology / systems applications and data management type of projects? As opposed to, for example, construction, civil engineering, or other types of non-IT endeavors?
- A16. The Program Management Division provides program and project controls through the integration of people, process and technology. Non-IT endeavors do not exist as part of this scope.**
- Q17. The last paragraph in B.1 mentions “required certifications.” Can you please provide a list of the anticipated relevant certifications?
- A17. Certifications are not required if qualifications of Section A.3 Section 2 are met.**
- Q18. B.8. Do you have a dedicated earned value management system? What is it?
- A18. Currently, the dedicated earned value management system is an integration of Oracle Primavera P6, Workday, SharePoint, and Power BI. In future, Aurigo Masterworks project management information system will be the dedicated primary EVM system.**
- Q19. B.9 mentions Document Control system. What is your document control system?
- A19. Existing document control systems include Alfresco, Jaggaer, Textura, SharePoint, Teams, and shared drives.**
- Q20. How many staff currently make up DOTI?
- A20. DOTI employees 1500 staff, the project Delivery Administration (PDA) employees 200 staff.**
- Q21. How many active projects are anticipated that will require staff augmentation support?
- A21. 500 projects at all phases of the construction project lifecycle requiring staff augmentation program and project controls support.**
- Q22. Will the staff augmentation positions the awardee will be tasked with filling also be posted simultaneously on the Denver C&C job board and ultimately be filled by a direct hire that would eliminate a staff aug position?

A22. No.

Q23. Is the consultant required to conduct criminal background investigations and drug testing of the staff to be provided?

A23. No.

Q24. Will the City & County be interviewing proposed staff prior to consultant initiating work?

A24. **No. This solicitation is a single-step award process.**

Q25. Could you elaborate on the anticipated duration of assignments?

A25. **This solicitation is to award on-call staff augmentation services for a term of three years with \$5,000,000 in contract capacity. Each task awarded will vary in deliverables and duration.**

Q26. Per RFQ Section A.3 Submission Requirements, Section 2 (Qualifications), item b), we note that consultants are required to list names, titles, and expertise of key personnel. Can the City please confirm the following:

- a. Are resumes required or viewed as beneficial to support staff qualifications?
- b. If resumes are required, does the City have any defined key personnel roles or is this at the discretion of the consultant?
- c. If resumes are included, can they be excluded from the page count for Section 2?

A26. **Answers to bullets are below:**

- a. **Resumes are not required. The Consultant shall provide employees or subcontractors who are knowledgeable and skilled in the type of work assigned and who have all required certifications or education to provide the assigned tasks. A proposal provided by the firm demonstrating how qualifications are met per section A.2. Section 2 of the RFQ is required. Using resumes to highlight your key personnel and overall capabilities is at your discretion.**
- b. **Proposed key personnel is at the discretion of the consultant. The Program Management Division has projected titles for key personnel related to the disciplines listed in section B and can include but are not limited to: Program Controls Mgr, Project Controls Sr, Project Controls Specialist, Project Controls 1, Document Control Specialist, Business Analytics Specialist, Computer Systems Specialist, Systems Applications Specialist, Risk Analyst, Analytics Analyst Lead.**
- c. **Yes, if resumes are included in the proposal, the resumes are excluded from page count.**

Q27. Per RFQ Section A.3 Submission Requirements, Section 4 (Additional Required Information), item a), do all references need to come from the prime consultant or can applicable sub-consultant references be utilized?

A27. **References for Prime Consultant are preferred, but sub-consultant references will be accepted.**

Q28. Per RFQ Section A.3 Submission Requirements, Section 4 (Additional Required Information), item b), the RFQ requires bidders to provide Vendor Information. Can the City please confirm what specific information is required for this section?

- A28. Vendor name, address, email, website, and phone number. Vendor name and address shall match the information registered with the Colorado Secretary of State.**
- Q29. Can the City please comment on what current Project Management and Controls software is currently being utilized by the Program Management Division for the DOTI Capital Improvement Program?
- A29. Project management and controls system currently being utilized includes an integration of Oracle Primavera P6, Workday, SharePoint, and Power BI. Aurigo Masterworks project management information system implementation is currently underway.**
- Q30. How will the staff augmentation consultant support the DOTI Capital Improvement Program in areas such as compliance, cost management, scheduling, change management, risk management, contract management, analytics and reporting, document controls and records management, systems applications and data management, and project management support, and what specific measures will they take to ensure successful project delivery?
- A30. A project description and scope of work will be provided to the awarded firm(s) that is to be delivered within an identified period of time in accordance with the master on-call scope. Specific measures taken to ensure successful project delivery include tracking progress made toward deliverable using delivery milestones.**
- Q31. What is the expected number of personnel required to support Denver's efforts?
- A31. Scope and resource need will vary by individual awarded task. Overall expected staff augmentation resource availability is to deliver full program management office resource function. This solicitation is to award on-call services for a term of three years with \$5,000,000 in contract capacity.**
- Q32. We are considering utilizing a local Heavy Civil Contractor that Denver works with to construct their Capital Improvement projects as a Subconsultant. We plan to utilize their expertise related to estimating, cost management, and scheduling. Would being selected to perform the Project Controls role preclude this contractor from pursuing the On-Call construction RFP?
- A32. There could potentially be a conflict of interest. Holding two on-calls would not be the problem. The conflict would come into play if the subconsultant held a task order for one of the project control roles, they probably wouldn't be able to work on the construction of the same project. Further vetting would be needed to fully understand if a conflict exists.**
- Q33. Does DOTI intend to issue a separate purchase order for each project or have a centralized PO to support all projects? Will invoicing support be billable?
- A33. An awarded task order procured through a mini-RFP selection process will include a project description, scope of work and expected deliverables. The work will be delivered within an identified period of time in accordance with the master on-call scope. Resource needs may vary by task order based on defined scope of work. If this on-call is awarded to a single firm, resource needs may vary by task order based on defined scope of work. Invoicing support will not be billable.**
- Q34. What is the approval process for securing purchase orders per project?
- A34. The multi award delivery approach allows DOTI to enter a mini-RFP selection process among awarded firms with remaining contract capacity and within equitable utilization in an expedient fashion to secure services for task delivery "as needed". The firms engaged to participate in the mini**

selection process will be provided the project description, scope of work and the evaluation criteria to be used. The firms will then submit proposals to be evaluated and scored. The firm ranking the highest will be awarded to perform the task. Written notification of the results will be provided to all selected firms that submitted written proposals. The single award delivery approach allows DOTI to provide the firm with a project description and scope of work, the firm will respond with a timeline and fee for delivery of scope in accordance with the master on-call agreement.

- Q35. Are PMs actively using the Masterworks tool or does the scope include implementation support?
- A35. Masterworks is to go-live at the end of 2023 calendar year. Some PM's and other SME's have been actively engaged in Masterworks implementation. This solicitation is to provide services in the disciplines specified in the RFP.**
- Q36. Regarding Section A-3 Submission Requirements, what information should be provided in response to the *4.b Vendor Information* section?
- A36. Vendor name, address, email, website, and phone number. Vendor name and address shall match the information registered with the Colorado Secretary of State.**
- Q37. Is an annual escalation in labor rates acceptable, or should escalation be built into the rates provided in Attachment 3?
- A37. No rate escalation clause will be included in this On-Call contract. Consultants should plan to submit personnel rates to be used for the duration of the three-year contract term.**
- Q38. Regarding the Qualifications Submittal, it is asked that we indicate the expected contribution of each of the key personnel as a percentage of the total effort and their respective workload during the contractual period for the anticipated services including key subconsultants. This seems difficult to respond to not knowing project schedules for the next 3 years. Is there a list of potential projects DOTI is considering over the next 3 years?
- A38. This solicitation is to award on-call services. This type of contract will be an On-Call Professional Services contract to augment City staff to enable them to respond quickly to business needs, provide needed technical services, or otherwise engage uniquely qualified individuals to perform professional tasks in support of DOTI's responsibility to capital projects for the City. These services may be performed on individual projects, programs, or a portfolio of projects. The proposal should demonstrate the commitment of the firm to provide contributions from key Personnel as a percentage of availability to DOTI to deliver a full program management office resource function and indicate if workload of said key personnel will impact availability to provide services to DOTI.**
- Q39. Are you looking for a certain number of staff to support DOTI or is it preferred to have a pool of resources to pull from depending on project needs?
- A39. This solicitation is for On-Call professional services to augment City staff to enable them to respond quickly to business needs, provide needed technical services, or otherwise engage uniquely qualified individuals to perform professional tasks in support of DOTI's responsibility to capital project for the City. These services may be performed on individual projects, program, or a portfolio of projects. Overall expected staff augmentation resource availability is to deliver full program management office resource function. Scope and resource need will vary by individual awarded task.**

Q40. Are we to upload all 4 sections separately into BidNet or would you prefer it to be packaged as one document with the 4 sections within?

A40. Combine all sections into one document to upload into BidNet.