

ORDINANCE/RESOLUTION REQUEST

Please email requests to Jason Gallardo, Department of Transportation and Infrastructure
at pw.ordinance@denvergov.org by **12:00pm NOON on Monday**. Contact Jason with questions.

Date of Request: 9/27/23

Please mark one: **Bill Request** or **Resolution Request**

1. Type of Request:

- Contract** **Intergovernmental Agreement (IGA)** **Rezoning/Text Amendment**
- Dedication/Vacation** **Appropriation/Supplemental** **DRMC Change**
- Other:**

2. Title: (Start with *approves, amends, dedicates*, etc., include name of company or contractor and indicate the type of request: grant acceptance, contract execution, contract amendment, municipal code change, supplemental request, etc.)

Approves new on-call professional services contract with Turner and Townsend, Inc. to provide program and project controls services for DOTI Capital Improvement Program (On-Call Program and Project Controls Services). Total contract amount: \$5,000,000.00. Term: three years. Contract # 202369404.

3. Requesting Agency: Department of Transportation and Infrastructure

4. Contact Person:

Contact person with knowledge of proposed ordinance/resolution	Contact person to present item at Mayor-Council and Council
Name: Stephanie Holden, Michele Foust	Name: Jason Gallardo
Email: stephanie.holden@denvergov.org michele.foust@denvergov.org	Email: jason.gallardo@denvergov.org

5. General description or background of proposed request. Attach executive summary if more space needed: this on-call professional contract is for staff augmentation to provide program and project controls services for the DOTI Capital Improvement Program under the guidance of the Program Management Division (PMD). Program and project controls support services include executing the process responsibilities associated with organization, development, analysis, implementation, and maintenance of program/project controls applications and measures necessary decision-making from planning to close-out. Project Controls services will be provided using City processes and procedures. *Please see attached Fact Sheet for additional information.*

6. City Attorney assigned to this request (if applicable): Jacob Crawford

7. City Council District: Citywide

8. **For all contracts, fill out and submit accompanying Key Contract Terms worksheet**

To be completed by Mayor's Legislative Team:

Resolution/Bill Number: _____

Date Entered: _____

Key Contract Terms

Type of Contract: (e.g. Professional Services > \$500K; IGA/Grant Agreement, Sale or Lease of Real Property): Professional Services

Vendor/Contractor Name: Turner and Townsend, Inc.

Contract control number: 202369404

Location: Citywide

Is this a new contract? Yes No **Is this an Amendment?** Yes No **If yes, how many?**

Contract Term/Duration (for amended contracts, include existing term dates and amended dates): NTP+3 years

Contract Amount (indicate existing amount, amended amount and new contract total): \$5,000,000.00

<i>Current Contract Amount</i> (A)	<i>Additional Funds</i> (B)	<i>Total Contract Amount</i> (A+B)
\$5,000,000.00	N/A	\$5,000,000.00

<i>Current Contract Term</i>	<i>Added Time</i>	<i>New Ending Date</i>
NTP+3 years	N/A	NTP+3 years

Scope of work: Staff augmentation consultant to provide program and project controls services. Programmatic guidance will be provided by DOTI's Program Management Division (PMD) and in alignment with established objectives including disciplines such as:

- Estimating
- Cost Management
- Scheduling
- Change Management/ Claim Avoidance
- Risk Management
- Systems Applications and Data Management
- Contract Management
- Compliance
- Analytics & Reporting
- Document Controls and Records Management
- Project Management Support (training, guidance, negotiation support, etc.)
- Technical Writing

Please see attached fact sheet for additional information.

Was this contractor selected by competitive process? Yes **If not, why not?**

Has this contractor provided these services to the City before? Yes No

Source of funds: Funds will be identified as task orders are issued.

Is this contract subject to: W/MBE DBE SBE XO101 ACDBE 5%

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WBE/MBE/DBE commitments (construction, design, Airport concession contracts): 20%

Who are the subcontractors to this contract? MWBEs: Connico, Sunland, LS Gallegos

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**Department of Transportation and Infrastructure (DOTI)
2023 Program & Project Support On-Call
Fact Sheet**

DOTI's Program Management Division's Program & Project Support Services.

Seeking a master on-call agreement with Turner and Townsend, Inc. to provide program and project controls services for the DOTI Capital Improvement Program through staff augmentation consultant support.

Purpose and Background of Agreement:

The Department of Transportation and Infrastructure is currently tracking a \$3.6B of capital project value to be delivered through 2027. The Project Delivery Administration's portfolio has experienced significant growth and consistent with the anticipated 3.7% increase in the 2024 General Fund budget and the proposed 78% of 2024 Capital Improvement Funding going to projects to be delivered by DOTI. The growth in the Capital Improvement Program demands program and project controls support services to execute the process responsibilities associated with organization, development, implementation, and maintenance applications and measures necessary for decision making from project planning to project close-out.

The DOTI Project Delivery Administration charged with delivering the Capital Improvement Program is experiencing significant staffing gaps resulting in skills gaps and an organizational maturity gap. DOTI is becoming consistent with the basics of program and project delivery but has insufficient input and output in relation to the strategic program controls. The Capital Improvement Program benefits from timely expertise supported by staff augmentation to foster increased project predictability and visibility for our decision makers and stakeholders. The staff augmentation support will also provide DOTI with a competitive advantage over organizations with less mature project management capabilities, becoming a more attractive employer.

Turner and Townsend, Inc. has been selected to provide a collaborative approach to program and project controls services. Actively partnering with the Program Management Division (PMD) to define the right approach for DOTI, they will tap into their experience providing the same services to other public organizations such as NY Metropolitan Transportation Authority, NYC Housing Authority, Houston Airport System, Denver International Airport, Miami-Dade Aviation Authority, US General Services Administration and City of Atlanta. Building upon DOTI's good work they will provide insights and recommendations to improve the delivery of project controls that are aligned with Capital Improvement Program demands.

Contract Description:

This is a 3-year master on-call agreement with Turner and Townsend, Inc. with a contracting capacity of \$5M, including a 5% MWBE Participation goal to utilize expertise among minority and women owned businesses. An on-call contracting approach allows DOTI to ramp-up and down staff augmentation services contingent upon business need. Programmatic guidance will be provided to Turner and Townsend, Inc. by the DOTI Program Management Division and in alignment with established objectives for disciplines such as:

- Estimating
- Cost Management
- Scheduling
- Change Management / Claim Avoidance
- Risk Management
- Systems Applications and Data Management
- Contract Management
- Compliance
- Analytics & Reporting

To be completed by Mayor's Legislative Team:

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- Document Controls and Records Management
- Project Management Support (training, guidance, negotiation support etc.)
- Technical Writing

Types of work for the use of the 2023 Program Management Division Program & Project Support On-Call include:

- Process enhancement to project estimating, risk, scheduling and forecasting
 - Align scope to inflated and escalated costs
 - Validate supply chain pricing
 - Independent cost baseline reviews
 - Cost loaded schedules/ time phased budgets
 - Threats and opportunities register, on-going risk workshops
 - Forecasting and trends
 - Key Performance Indicators and progress monitoring
 - Governance and change control
- Program and project delivery standards development
- Embed matrix organization communication model
- Knowledge transfer to PMD staff through lunch and learns
- Data analysis, reporting and dashboarding
- Program and project management training
- Project Management System Replacement (Masterworks) roll out and integration support
 - Go-Live: December 2023
 - First-ever City project management software to integrate with the City's financial system (WorkDay) and ArcGIS. To be used by DOTI, DOF CPP, GS, and Parks & Rec
- Organizational change management

Questions? Contact:

Stephanie Holden- DOTI Cost Estimator Analyst - Stephanie.Holden@denvergov.org

OR

Patience Reuter- DOTI Program Management Division Director - Patience.Reuter@denvergov.org

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