

Program Management Services – Scope of Work

Assumptions:

- (a) July 2019 Notice to Proceed
- (b) Contracts for all consultants, contractors and vendors will be held by the City.
- (c) Contract type to be Not to Exceed value with monthly invoicing with hourly back-up, submitted electronically to adam.phipps@denvergov.org.
- (d) Coordination with internal and external project stakeholders will be required.
- (e) Estimated Schedule assumes Design Document Verification through Construction Documents, July 2019 through Mid-2020. Design/Build Contractor Procurement, Design and Pre-Construction, GMP and Construction through Closeout Mid-2019 through Q4 2023.

Project Description:

The Colorado Convention Center Expansion Project includes an addition/renovation the Colorado Convention Center with features that focus on the quality and character of facility and experience, connectivity, flexible and unique spaces, and technology, all of which will help keep the Colorado Convention Center vibrant and attractive for years to come.

The Project includes design and construction and administration services for the vertical expansion of multi-purpose meeting and associated support space (roof top), renovation of existing lobby space, new vertical conveyances, and other required code & life safety upgrades. Scope of the project includes verification of programming, schematic design, design development, construction documents and construction through project completion. The Project scope for this On-Call Contract is focused on Opportunity 1 - Rooftop Expansion with Lobby and Wayfinding Improvements.

Scope of Services:

1. Program Management

Provide a Program Manager who will be responsible for the overall management of the scope of work performed by the Consultant and its sub-consultants, and successful development and implementation of Program Management and Program Controls as required by Public Works. Anticipated tasks may include but shall not be limited to:

- a. Program and project organizational structure;
- b. Program and project team responsibilities and reporting relationships;
- c. Program management control of scope, schedule, cost, issue resolution and documentation;
- d. Communications coordination;
- e. Business equity and inclusion participation, coordination and oversight;
- f. Risk management;
- g. Procurement procedures for services and construction;
- h. Design process management;
- i. Construction management;
- j. Workforce Development oversight;
- k. Quality Assurance/Quality Control (QA/QC);
- l. Safety and security certification;
- m. Planning for operations testing, commissioning and start-up;
- n. Right-of-way/Land acquisition;
- o. Environmental assessment and mitigation; and
- p. Inter-agency agreements;

- q. LEED Certification oversight;
 - r. Other duties as identified
2. Management Policies and Procedures
- Anticipated tasks may include but are not limited to assuring that design and construction complies with all requirements and commitments established during the planning and environmental assessment phase, as well as requirements of any other entities whose funds could be used to deliver the Program. Provide assistance in continued implementation of the following aspects of the Program and its component projects:
- a. Updating of project work plans;
 - b. Manage the completion of the design, its integration and interface between members of the design team;
 - c. Program coordination and reviews by stakeholders;
 - d. Change control processes and policies;
 - e. Cost estimating guidelines and policies;
 - f. Program schedule development and updating requirements;
 - g. Document control procedures and policies;
 - h. Pre-bid contract document checklists;
 - i. Safety and Security certification program;
 - j. Risk and Vulnerability Assessment;
 - k. As required, update policies and procedures to fulfill the requirements of the PMP and assist Public Works staff in their implementation.
 - l. Other duties as identified

3. Program Implementation and Support Activities

Provide a Program Coordinator who will be responsible for providing the Program support activities outlined below and as required by Public Works.

Review program implementation plans, project phasing and contract packaging proposals prepared by the engineering design team and the Design/Build Team. Provide recommendations for optimization of program delivery as necessary.

Provide assistance in coordinating design teams responsible for the various project and contract package, including any Design-Build contracts, to ensure consistency in design and conformance to current design criteria.

Assist Public Works in coordination with regulatory agencies and other stakeholders that have an interest or are participants in the Program and facilitate resolution of issues related to design, construction and operations.

Establish a systematic risk management process for the Program and its component projects. Develop a framework by which these risks will be identified and assessed. Develop and implement response and control strategies to manage these risks.

Provide assistance to Public Works staff in managing and conducting Peer Review, Value Engineering, Constructability Review and other technical reviews as required.

Prepare procurement documents, including requests for qualifications, requests for proposals, boilerplate contract specifications and other contract documents as requested by Public Works to support procurement activities related to program implementation.

Provide contract compliance and administration as requested by Public Works, including maintaining contract records, performing invoice reviews, preparing independent cost estimates, and ensuring compliance with U.S. Department of Transportation and Public Works requirements and Public Works procurement and contracting policies and procedures.

As requested by Public Works, work with the City and County of Denver's City Attorney's Office to facilitate resolution of requests for additional compensation and/or time related to the performance of design and/or construction work.

Provide utility coordination oversight to ensure project teams are successful in making all arrangements for timely and cost-effective relocations of existing facilities.

Provide oversight and management of processes related to obtaining local, regional, state and federal permits required to complete the component projects, and ensure these requirements are met in a timely and efficient manner.

Update and maintain Construction Management Procedures, which cover construction, testing, commissioning and start-up phases of the Program.

Assist Public Works in project and Program close-out activities and documentation as requested.

4. Project Management

Provide a full-time project manager for the Program who will be responsible for managing the project scope, schedule and budgets during the design and construction phases as well as ensuring that all other aspects of the project, including environmental, real estate, utilities, permits and the parameters of the adopted schedule and budget.

Provide management for any Design-Build component(s) of the Program, including management of cost, schedule, quality, scope and integration with other project and contract packages.

5. Design Management

Ensure that the various design consultants consistently follow established procedures, use current design criteria and coordinate interface points between the various deliverables or contract packages. Ensure close communication of any changes to project design criteria or details so that changes approved for the project or Program are implemented consistently for all contract packages.

Maintain a design decision tracking system to assure timely decision-making. Perform comprehensive decision analyses as requested by Public Works. Facilitate and document major design decision processes.

Provide oversight of each design team member's construction administration responsibilities during construction to ensure that all approved changes are communicated to all impacted parties and are implemented consistently throughout Program, ensuring that all submittals and requests for information are handled in a timely manner.

Update and maintain a CADD database for the Program ensuring timely and efficient flow of consistent CADD documents and other design information among various design and construction management teams and Public Works staff. Update CADD procedures as requested by Public Works.

Organize independent reviews of design submittal packages to ensure that design intent is properly implemented, project scope is accurately represented in various contracts and QA/QC plans are effective.

6. Program Controls

Provide a Program Controls Manager to update, implement and manage Program and project controls.

Update the work breakdown structure (WBS) used in managing cost, schedule, scope and resources for the Program as requested by Public Works.

Update the Program master schedule regularly, but no less than monthly, to include current information regarding project and contract progress.

Develop and update project and contract package schedules based on input from various project team members, including designers and contractors. Provide current information regarding critical and near-critical activities, milestones, progress and outstanding issues affecting the schedule.

Review and analyze overall program progress during the design and construction phases. Review and analyze design and construction schedules for compliance with contractual and Program requirements. Identify areas of concern and provide input on corrective action plans as necessary.

Provide technical support in maintaining Program cost accounting. Develop, maintain and analyze budgets, track actual costs, analyze variances and forecast total Program costs.

Collect and analyze project and Program cost information, including encumbrances, commitments, actual expenditures and develop earned value, trends, forecasts and variance information.

Analyze, prepare and maintain current and projected cash flow requirements for the Program.

Identify and analyze funding opportunities. As requested, assist in preparing grant application and other funding proposals, in tracking expenditures, and fulfilling monitoring and reporting requirements.

Review and evaluate various cost estimates related to construction, operations and maintenance of the Program to ensure that they conform to established guidelines and accurately reflect all project-related costs.

Prepare independent cost estimates prior to advertising for bids as requested by Public Works. Prepare engineer's estimates from design cost estimates and analyze bid results for construction contracts. Develop independent cost estimates as requested by Public Works for construction contract change orders to be used as the basis for negotiation.

Develop and maintain a contingency management and tracking system.

Prepare monthly project and contract status reports outlining the progress, cost, schedule, status of QA/QC process, issue resolution and other aspects of the project or contract.

Advise Public Works staff on any necessary corrective actions relative to these aspects of the project. Prepare monthly reports of Program status for stakeholders, and assist City and County of

Denver's financial staff and financial consultant in preparing regular periodic reports requested or required by funders.

7. Quality Assurance/Quality Control (QA/QC) Program Procedures and Oversight

Update and maintain QA/QC program-defining standards for all design and construction activities associated with the Program.

Assist Public Works staff in performing reviews of QA/QC programs, procedures and plans proposed for the project by various design and construction teams to ensure these meet, or exceed minimum Program standards.

Assist Public Works staff in oversight of design and construction activities relative to implementation of the adopted QA/QC program. Identify areas needing improvement, recommend corrective action plans and provide oversight to ensure compliance.

8. Document Management and Administrative Support

Provide administrative support to Public Works including, but not limited to, documentation of meetings, report writing, preparation of presentations, and preparation of correspondence.

Update and maintain a system of document management and control and change control functions to ensure that all program team members have current and accurate information available.

Manage the Program electronic document control database in the identification and retrieval of documents as required.

Provide administrative support to Public Works in responding to Public Records Act requests. Provide data, graphics and other materials as required by Public Works for internal, external and public presentation.

9. Management Information Systems (MIS) Support

Manage program/project controls and project management software tools to facilitate collection and management of information related to cost, schedule, scope, issue tracking, document control, contract administration, project status and other related activities.

Assist Public Works in the development, procurement, management and maintenance of Program hardware and software tools as requested by Public Works.