Date Posted: October 16, 2026



Office of Engineering Design Procurement
One Georgia Center
600 West Peachtree Street NW
Atlanta Georgia 30308

REQUEST FOR QUALIFICATIONS

Independent Cost Estimator (ICE) Services in Support of Alternative Delivery and Public-Private Partnership Projects

RFQ 484-111626

Statement of Qualifications Due: November 16, 2026

Date Posted: October 16, 2026

REQUEST FOR QUALIFICATIONS

I. General Project Information

A. Overview

The Georgia Department of Transportation (GDOT) is soliciting Statements of Qualifications (SOQs) from qualified firms to provide Independent Cost Estimator (ICE) services in support of Alternative Delivery projects, including Public-Private Partnership (P3) projects, administered by GDOT's P3 Division. Projects may utilize delivery methods and contractual structures including, but not limited to, Design-Build (DB), Construction Manager/General Contractor (CM/GC), and P3 arrangements implemented through Comprehensive Development Agreements (CDAs). The selected firm will provide services for the project or related projects identified in Exhibit I-1.

GDOT reserves the right to reject any or all Statements of Qualifications and Technical Approaches and to waive technicalities and informalities at GDOT's discretion.

B. Restriction of Communications

From the date of advertisement of this solicitation until the successful firm is selected and the award is officially announced, each firm is strictly prohibited from communicating in any way regarding this solicitation or the associated scope of work with any GDOT staff, including the Commissioner and GDOT Board Members. This restriction applies to all potential firms and will be strictly enforced.

The only exception to this restriction is for the purpose of obtaining a Consultant Evaluation Form to support a project being included in the SOQ submittal.
All questions or requests for clarification regarding any aspect of this RFQ must be submitted in writing via email to:

Curtis Scott
cuscott@dot.ga.gov

Deadlines for the submission of questions are listed in the Schedule of Events section of this RFQ.

Method of Communication
All general communication regarding this solicitation, including updates, clarifications, and official announcements, will be posted to the Georgia Procurement Registry (GPR) under this RFQ. It is the responsibility of all interested firms to monitor the GPR regularly for such information.

GDOT reserves the right to communicate directly via email with the primary contact listed in the submitted Statement of Qualifications (SOQ). Additional communications may be conducted as specified elsewhere in this RFQ.

C. Contract Term and Type

GDOT anticipates awarding one (1) Multi-Phase, Project-Specific contract to one (1) firm for the project or related projects identified in the applicable Exhibit. The payment type through individual task orders may be Lump Sum, Cost Plus Fixed Fee, Cost per Unit of Work, or Specific Rate of Compensation. The contract will remain in effect through completion of the authorized services for the project or related projects, subject to the terms of the Agreement. Each phase will be separately negotiated and authorized through a task order.

D. Contract Amount

A maximum allowable compensation amount will be established for the Multi-Phase, Project-Specific contract to serve as a ceiling for the total contract value. This ceiling may not be exceeded unless formally adjusted through a contract modification. The solicited scope of services will be divided into distinct phases, with each phase to be negotiated and authorized individually through a task order. The specific scope of work and associated costs for each phase will be determined as the project or related projects covered by the contract progress.

E. Scope of Services

Under the resulting Agreement, the selected firm will perform the services defined in the applicable Exhibit through authorized task orders. References to project phases do not require design services unless expressly included in that scope. Reviews of design or construction documents do not, by themselves, assign responsibility for preparing those documents.

F. Schedule of Events

The schedule below represents GDOT's estimated schedule. All times indicated are Eastern Time. GDOT reserves the right to adjust the schedule as GDOT deems necessary.

PHASE I	DATE	TIME
a. GDOT issues a public advertisement for this RFQ.	10/16/2026	--------
b. Deadline for submission of written questions and requests for clarification	11/02/2026	2:00 PM
c. Deadline for submission of SOQs	11/16/2026	2:00 PM

G. Minimum Qualifications

1. Area Class Prequalification

No GDOT prequalification Area Classes are specified for this solicitation because the requested services require specialized independent cost estimating expertise that may extend beyond the Department's established Area Classes. This approach is intended to broaden competition and allow consideration of qualified firms, including those that are not currently prequalified under GDOT Area Classes. Firms will be evaluated based on

their demonstrated qualifications, relevant experience, and ability to perform the advertised services, subject to all other applicable solicitation requirements.

2. Specialized Independent Cost Estimating Experience

The Prime Consultant must demonstrate experience delivering services of similar complexity, size, scope, and function to those identified in Exhibit I-1. The proposed Consultant Team must demonstrate:

a. At least ten (10) years of experience with contractor-style, production-based, bottom-up estimating, including independent quantity take-offs and knowledge of construction means, methods, and equipment used on complex heavy civil, highway, or bridge projects.

b. Experience using HCSS or similar production-based estimating software. Parametric, average-cost, RSMeans, or database estimating methods are not acceptable substitutes for the required contractor-style, production-based, bottom-up estimating approach.

c. Experience with CM/GC, Design-Build, Public-Private Partnership, or Comprehensive Development Agreement projects, including an understanding of the delivery methods and the roles and responsibilities of the parties involved.

d. Experience working with owners, designers, and contractors as an Independent Cost Estimator, together with experience working directly on a contractor's staff.

e. Experience identifying, assessing, mitigating, and pricing project risks.

f. Experience developing construction schedules for large, complex transportation projects.

g. Experience participating in constructability and value engineering workshops and identifying innovative alternatives to reduce costs or save time.

3. Personnel Qualifications and Supporting Information

Proposed personnel must satisfy the position-specific minimum qualifications identified in Section IV.C. Firms must demonstrate the qualifications and experience required by this section through the personnel information submitted under Section IV.C and the project experience submitted under Section IV.E.

II. Selection Method

Following the responsiveness review and prescreening of the Statements of Qualifications, GDOT will determine whether to conduct separate Phase I and Phase II evaluations or a combined Phase I and Phase II evaluation. This determination will be based on the number of responsive SOQs received and the efficient administration of the selection process. The evaluation process selected by GDOT will not alter the evaluation criteria or weights identified in this solicitation.

A. Separate Phase I and Phase II Evaluation

When GDOT determines that separate Phase I and Phase II evaluations are appropriate, individual Selection Committee members will review each responsive firm's SOQ using the Phase I selection criteria and weights identified in this solicitation before the Phase I group evaluation meeting. When a competitive range is needed, individual committee members will rank the firms, and the sum of their rankings will determine the competitive range. When GDOT determines that all responsive firms will be discussed and evaluated by the Selection

Committee as a group, individual committee members will review each firm's SOQ before the group meeting, but will not rank firms to establish a competitive range.

During the Phase I group evaluation meeting, the Selection Committee will discuss and evaluate all responsive firms or the firms within the competitive range, as applicable, and assign a group rating for each Phase I evaluation criterion, resulting in a Phase I group score and final ranking of the top submittals. Based on the group scores, the most highly qualified firms will be shortlisted to participate in Phase II.

Each shortlisted firm will be notified by email to participate in Phase II of the evaluation process. The notification will include all due dates, additional details, and requirements beyond those provided in the solicitation.

Before the Phase II group evaluation meeting, individual Selection Committee members will review each shortlisted firm's Technical Approach without assigning individual rankings. During the meeting, the Selection Committee will discuss and evaluate all shortlisted firms as a group using the Phase II selection criterion and weight identified in this solicitation and assign a group rating resulting in a Phase II group score.

B. Combined Phase I and Phase II Evaluation

When GDOT determines that a combined Phase I and Phase II evaluation is appropriate, all responsive firms will be shortlisted to participate in Phase II. Each shortlisted firm will be notified by email to participate in Phase II of the evaluation process. The notification will include all due dates, additional details, and requirements beyond those provided in the solicitation. Before the combined evaluation meeting, the individual Selection Committee members will separately evaluate each firm's Phase I SOQ and Phase II Technical Approach using the respective selection criteria and weights identified in this solicitation.

During the combined evaluation meeting, the Selection Committee will first discuss and evaluate each firm's Phase I SOQ as a group and assign a group rating for each Phase I evaluation criterion, resulting in a Phase I group score. The Selection Committee will then separately discuss and evaluate each firm's Phase II Technical Approach as a group and assign a group rating for the Phase II evaluation criterion, resulting in a Phase II group score.

C. Final Selection

Upon completion of the applicable evaluation process, the Phase I and Phase II group scores for each firm will be added together to determine a total score, and the firms will be ranked in order of preference.

GDOT will initiate negotiations with the top-ranked firm to finalize the scope, compensation, fees, and other terms and conditions of the contract. If a satisfactory agreement cannot be reached, GDOT will formally terminate negotiations with that firm and may initiate negotiations with the next highest-ranked firm. GDOT may continue this process in order of ranking until a satisfactory agreement is reached and a contract is executed.

III. Selection Criteria and Weights

The Selection Committee will evaluate the Phase I Statements of Qualifications and Phase II Technical Approaches using the criteria and weights identified below. Phase I accounts for 60 percent of the total evaluation score, and Phase II accounts for 40 percent.

A. Phase I Selection Criteria

The following criteria and weights will be used to evaluate and score the Phase I Statements of Qualifications:

1. Project Manager and Key Team Leaders - Experience and Qualifications: 30%

Evaluation will be based on the proposed personnel's relevant qualifications and experience performing independent cost estimating and scheduling services for transportation and heavy civil projects. Consideration will include contractor-style, production-based, bottom-up estimating; construction means and methods; alternative delivery experience; risk assessment and pricing.

2. Resources and Workload Capacity: 20%

Evaluation will be based on the availability and workload capacity of the proposed Project Manager, Key Team Leaders, and supporting resources; the adequacy of the resources available to perform the advertised services; and the firm's ability to meet project schedules.

3. Prime Consultant Past Performance: 10%

Evaluation will be based on the Prime Consultant's experience and past performance delivering services of similar complexity, size, scope, and function. Consideration will include the firm's performance in preparing independent estimates, reconciling estimate differences, supporting successful price negotiations, and meeting quality and schedule requirements. Past performance will be assessed using the information and Evaluation Forms submitted with the SOQ and relevant experience or project knowledge held by members of the Selection Committee.

B. Phase II Selection Criterion

The following criterion and weight will be used to evaluate and score the Phase II Technical Approaches:

Technical Approach: 40%

Evaluation will be based on the firm's understanding of the advertised services and its proposed methods for developing independent cost estimates and schedules; assessing and pricing risks; validating developer or contractor pricing; reconciling estimate differences; and supporting GDOT during negotiations. Consideration will also include the firm's approach to maintaining independence while collaborating with the project team, coordinating personnel and subconsultants, addressing project challenges, and performing quality assurance and quality control. Consideration will also be given for providing any specific qualifications, skills, software suites, tools, and knowledge that may uniquely benefit the firm and project.

C. Presentation/Interview

GDOT reserves the right to request a presentation or interview when determined to be in GDOT's best interest. If requested, the presentation or interview will be evaluated as part of the Technical Approach.

IV. Instructions for Content and Preparation of the Phase I Statement of Qualifications

The Phase I Statement of Qualifications must be prepared in accordance with the instructions provided in this section. The SOQ must respond to all requested information and be organized using the required headings, numbering, and lettering shown in red.

The Phase I SOQ must be prepared as one complete PDF document in portrait orientation on 8.5-by-11-inch paper, except that the Organizational Chart and personnel commitment tables may be submitted in portrait or landscape orientation on 8.5-by-11-inch or 11-by-17-inch paper. Use a minimum 11-point font. Number all pages and comply with the page limits stated for each section. Hyperlinks and embedded videos must not be included. The firm must provide only the information requested. Additional pages and unsolicited information must not be included.

Standalone divider, separator, and section-identification pages must not be included. Each section with a stated page limit must begin on a new page and must not exceed the applicable limit.

A. Phase I Cover Page

The Phase I SOQ must include a cover page identifying the following information:

1. **Phase I Statement of Qualifications**
2. **RFQ Number**
3. **RFQ Title**
4. **Firm's Full Legal Name**
5. **Contract Description shown in Exhibit I-1**

Page Limit: The Phase I Cover Page is excluded from the page count.

B. Administrative Requirements

Restrictions on Inclusion of GDOT Employees and Personnel Disclosure

A current GDOT employee must not be included as a member of the proposed consultant team. Inclusion of a current GDOT employee on the proposed team will make the SOQ nonresponsive.

Firms may identify current GDOT employees as project managers or contacts for previous projects or contracts, or as references or evaluators of the firm's past performance. Such a reference must not imply that the individual is part of the proposed consultant team.

The firm must ensure that every individual identified as a proposed team member has been informed of and agreed to the proposed role. The firm must not identify an employee of another firm, including a proposed subconsultant, without the individual's knowledge and the concurrence of the individual's current employer. The current employer of every proposed individual must be clearly identified.

1. Addendum or Addenda

For each Addendum issued for this RFQ, the firm must include only the signed Addendum cover page. The remaining pages of the Addendum must not be included. If no Addendum was issued, the firm must state "No Addendum Issued."

Page Limit: Signed Addendum cover pages are excluded from the page count.

2. Basic Company Information

a. Company Name: Provide the full legal name of the company.

b. Company Headquarters Address: Provide the complete address of the company headquarters.

c. Primary Contact Information: Provide the name, telephone number, and email address of the individual who will serve as the primary contact for this solicitation.

d. Georgia Office Locations: Identify each office located in Georgia and provide its complete address. If the firm has no Georgia office, state “No Georgia Office.”

e. Staffing in Georgia Offices: Provide the number of employees and the disciplines represented at each Georgia office.

f. Ownership Structure: Identify the form of ownership, state of residency or incorporation, and number of years the firm has been in business.

g. Proposed Consultant Team List: Provide a complete list of the firms included in the proposed consultant team. List the Prime Consultant first, followed by each proposed Subconsultant, using each firm’s full legal name. Only firms included in the Proposed Consultant Team List will be included in the resulting contract.

The Prime Consultant is the firm submitting the Statement of Qualifications and the firm that will contract directly with GDOT.

Subconsultants are generally considered team members performing professional services that are subject to the Audit and Accounting System Requirements, and whose services are billed as costs. Subconsultant team members must be included in the resulting agreement and are subject to its terms and conditions.

Vendors are generally considered firms providing goods or ancillary services that are not subject to the Audit and Accounting System Requirements, and whose services are billed as direct expenses. Vendors must not be included in the Proposed Consultant Team List. Vendors will not be included in the resulting agreement and will not be subject to its terms and conditions.

Firm's Full Legal Name
Prime Consultant: [Insert Full Legal Name]
Subconsultant: [Insert Full Legal Name]
Subconsultant: [Insert Full Legal Name]

The firm must provide only the information requested in this subsection. Additional or unsolicited information must not be included and will not be considered.

Page Limit: Basic Company Information, including the Proposed Consultant Team List, is excluded from the page count.

C. Experience and Qualifications

The firm must provide the information requested below for the proposed Project Manager and each required Key Team Leader. Identify each position using the titles below and in Exhibit I-1.

The firm must not leave any requested personnel-information item blank. If an item does not apply to the proposed individual, state “Not Applicable” or “N/A.”

Personnel Assignments

The Principal, Project Manager, and Lead Estimator requirements may be met by the same individual, provided that individual satisfies the qualifications for each position. Additionally, the Principal, Project Manager and Lead Estimator must be employees of the prime consultant.

At least two (2) individuals must be proposed as Discipline-Specific Estimators. These individuals may also serve as the Principal, Project Manager, and/or Lead Estimator if they meet the applicable qualifications. A Discipline-Specific Estimator serving in any of those additional roles must be an employee of the Prime Consultant.

The Discipline-Specific Estimators and Scheduler may be employees of the Prime Consultant or proposed subconsultants.

The Quality Control Lead may be an employee of the Prime Consultant or a proposed subconsultant.

For each individual proposed for more than one position, provide the information required for each position within its applicable page limit and explain how the individual will maintain sufficient availability to perform the assigned responsibilities.

1. ICE Project Manager

Provide the following information for the proposed Project Manager:

a. Current Employment: Identify the firm where the individual is currently employed and the number of years employed by that firm.

b. Education: Identify the individual’s degrees and relevant academic credentials. The individual must have a degree in Construction Management, Civil Engineering, or a related field.

c. Professional Registration: Identify the individual’s applicable professional licenses or registrations.

d. Project Management Experience: Demonstrate at least ten (10) years of experience in responsible charge of managing large-scale heavy civil or transportation-related projects.

e. Field Operations Management and Estimating Experience: Demonstrate at least ten (10) years of experience in Field Operations Management and estimating from a contractor’s perspective.

f. Alternative Delivery Experience: Describe the individual’s experience with alternative delivery projects, including Design-Build and CM/GC. This experience is preferred.

g. Relevant Transportation Project Management Experience: Describe the individual’s experience managing relevant transportation projects. This experience is preferred.

Page Limit: Two pages maximum.

2. Key Team Leaders

Provide the following information for each required Key Team Leader.

Lead Estimator

Provide the following information for the proposed Lead Estimator:

a. Current Employment: Identify the firm where the individual is currently employed and the number of years employed by that firm.

b. Education: Identify the individual's degrees and relevant academic credentials. The individual must have a degree in Construction Management, Civil Engineering, or a related field.

c. Professional Registration: Identify the individual's applicable professional licenses or registrations.

d. General Estimating Experience: Demonstrate at least ten (10) years of hard-bid general estimating experience.

e. Lead Estimator Experience: Demonstrate that at least ten (10) years of the required estimating experience were as a lead estimator for a contractor.

f. Alternative Delivery Experience: Describe the individual's experience with alternative delivery projects, including Design-Build, Public-Private Partnerships, and CM/GC. This experience is preferred.

g. Relevant Transportation Estimating Experience: Describe the individual's experience as a lead estimator on relevant transportation projects using contractor-style, bottom-up estimating and HCSS or similar software. This experience is preferred. Parametric, average-cost, RSMeans, or database estimating methods are not acceptable substitutes for the required estimating approach.

Page Limit: One page maximum.

Discipline-Specific Estimators

Propose at least two (2) Discipline-Specific Estimators in disciplines of the firm's choice that are relevant to the advertised scope of services. Provide the following information for each individual:

a. Current Employment: Identify the firm where the individual is currently employed and the number of years employed by that firm.

b. Education: Identify the individual's degrees and relevant academic credentials.

c. Professional Registration: Identify the individual's applicable professional licenses or registrations.

d. Relevant Estimating Experience: Demonstrate at least ten (10) years of experience estimating complex highway projects from a contractor's perspective using contractor-style, production-based, bottom-up estimating and HCSS or similar software. Parametric, average-cost, RSMeans, or database estimating methods are not acceptable substitutes for the required estimating approach.

e. Independent Estimating Experience: Describe the individual's experience developing estimates as an independent estimator for a transportation agency using Design-Build, CM/GC, or similar delivery methods. This experience is desirable.

f. Proposed Discipline: Identify the estimating discipline the individual will support and describe the individual's relevant experience in that discipline.

Page Limit: One page maximum per individual.

Scheduler

Provide the following information for the proposed Scheduler:

a. Current Employment: Identify the firm where the individual is currently employed and the number of years employed by that firm.

b. Education: Identify the individual's degrees and relevant academic credentials.

c. Professional Registration: Identify the individual's applicable professional licenses or registrations.

d. Construction Scheduling Experience: Demonstrate at least ten (10) years of experience developing critical path method schedules for contractors on complex transportation projects.

e. Schedule Management Experience: Demonstrate at least five (5) years of experience managing schedules on major urban transportation projects.

f. Independent Scheduling Experience: Describe the individual's experience developing schedules as an independent scheduler for a transportation agency using Design-Build, CM/GC, or similar delivery methods. This experience is desirable.

Page Limit: One page maximum.

Quality Control Lead

Provide the following information for the proposed Quality Control Lead:

a. Current Employment: Identify the firm where the individual is currently employed and the number of years employed by that firm.

b. Education: Identify the individual's degrees and relevant academic credentials.

c. Professional Registration: Identify the individual's applicable professional licenses or registrations.

d. Relevant Quality Control Experience: Describe the individual's experience reviewing independent cost estimates, construction schedules, and supporting analyses for transportation or heavy civil projects.

e. Proposed Responsibilities: Describe the individual's role in reviewing ICE deliverables for accuracy, completeness, consistency, and compliance with the applicable scope of services.

Page Limit: One page maximum.

D. Resources and Workload Capacity

Provide the following information:

1. Organizational Chart: Show the proposed Project Manager, Key Team Leaders, supporting staff, and subconsultants, including reporting relationships and each individual's employer.

2. **Available Resources:** Identify the primary office responsible for the services and describe the personnel, estimating and scheduling tools, and supporting resources available to perform the advertised services.
3. **Current Workload and Availability:** Describe the current commitments and availability of the proposed Project Manager and each Key Team Leader, including their anticipated availability to perform the advertised services.
4. **Ability to Meet Project Schedules:** Explain how the firm will provide sufficient staff and resources to meet project schedules, manage concurrent assignments, and address changes in workload or staffing.
5. **Project Manager Commitment Table:** Provide a separate commitment table for the proposed Project Manager identifying current and anticipated assignments. Include this proposed ICE contract and total committed hours per month.
6. **Key Team Leader Commitment Tables:** Provide a separate commitment table for each proposed Key Team Leader identifying current and anticipated assignments. Include this proposed ICE contract and total committed hours per month.

   Use the following format for each commitment table. Identify the individual's name and proposed position above the table.

Key Team Leader	PI/Project # for GDOT Projects/Name of Customer for Non-GDOT Projects	Role of Key Team Leader on Project	Project Description	Current Phase of Project	Current Status of Project	Monthly Time Commitment in Hours

Page Limit: Two pages maximum for the narrative. The Organizational Chart and commitment tables are excluded from the page count.

E. Prime Consultant Past Performance

1. Principal of the Prime Consultant

Identify at least one principal of the Prime Consultant and describe how that individual meets the requirement for professional competence in independent cost estimating and scheduling services for transportation or related heavy civil projects, using contractor-style, production-based, bottom-up estimating and HCSS or similar software.

2. Similar Project or Contract Experience

Identify similar projects performed by the Prime Consultant that resulted in a successfully negotiated price with the contractor. Provide the following for each project:

a. **Project Identification:** Identify the project name, location, client, and stakeholder agencies.

b. **Services Performed:** Describe the overall project and the services performed by the Prime Consultant.

c. **Period of Performance:** Provide the dates during which the services were performed.

d. **Proposed Personnel Involvement:** Identify the proposed personnel who participated and describe their roles and responsibilities.

e. **Estimate Reconciliation and Negotiation Results:** Describe how the initial differences between cost estimates were progressively reduced during project development. Explain the specific actions and innovations the firm used to narrow those differences and support a successfully negotiated price.

f. **Client Reference:** Provide the name, title, telephone number, and email address of a current client contact familiar with the firm's performance.

Page Limit: Four pages maximum. Prime Consultant Evaluation Forms are excluded from the page count.

3. Prime Consultant Evaluation Forms

The firm must submit a performance evaluation for each project or contract identified in Section E.2, Similar Project or Contract Experience. The applicable evaluation form must be selected as follows:

a. **GDOT Work Performed as the Prime Consultant:** If a CMIS Evaluation Form is available, the firm must submit the most current version printed directly from CMIS. If a CMIS Evaluation Form is unavailable, the firm must submit the Legacy Evaluation Form provided with the RFQ on the Georgia Procurement Registry. The Legacy Evaluation Form must be completed and signed by the GDOT Project Manager responsible for the referenced project or contract.

b. **GDOT Work Performed as a Subconsultant:** The firm must submit the Legacy Evaluation Form. The form must be completed and signed by the Prime Consultant's Project Manager responsible for the referenced project or contract. The proposing firm's role, responsibilities, and services performed as a subconsultant must be clearly identified in the corresponding services description under Section E.2.b.

c. **Locally Administered Project:** The firm must submit the applicable LAP Evaluation Form. If an LAP Evaluation Form is unavailable, the firm must submit the Legacy Evaluation Form completed and signed by the client's Project Manager responsible for the referenced project or contract.

d. **Non-GDOT Work:** The firm must submit the client's existing performance evaluation form. If the client does not have an evaluation form, the firm must submit the Legacy Evaluation Form completed and signed by the client's Project Manager responsible for the referenced project or contract.

If the identified Project Manager is no longer with the applicable agency or firm or is otherwise unavailable, the Legacy Evaluation Form must be completed and signed by a current authorized representative who can evaluate the firm's performance based on direct knowledge or the applicable project or contract records.

When the proposing firm performed the referenced work as a subconsultant, the Legacy Evaluation Form must be completed and signed by the Prime Consultant's Project Manager responsible for that work.

The firm is responsible for obtaining and including all required Evaluation Forms with the Phase I SOQ. GDOT may validate a submitted Evaluation Form by contacting the evaluator identified on the form. Failure to provide a required Evaluation Form may result in a lower evaluation rating for the Prime Consultant Past Performance criterion.

Page Limit: The Prime Consultant Evaluation Forms are excluded from the page count.

V. Instructions for Preparing the Phase II Technical Approach

Only shortlisted firms will submit a Phase II Technical Approach. Each shortlisted firm will be notified by email of the due date and any additional instructions.

The Phase II Technical Approach must respond to all requested information and must be organized in the order shown below using the required headings, numbering, and lettering shown in red.

The Phase II Technical Approach must be prepared as one complete PDF document in portrait orientation on 8.5-by-11-inch paper using a minimum 11-point font. Number all pages and comply with the page limits stated for each section. Hyperlinks and embedded videos must not be included.
The firm must provide only the information requested. Additional pages and unsolicited information must not be included.

Standalone divider, separator, and section-identification pages must not be included.

A. Phase II Cover Page

The Phase II Technical Approach must include a cover page containing the following information:

1. **Phase II Technical Approach**
2. **RFQ Number**
3. **RFQ Title**
4. **Firm's Full Legal Name**
5. **Contract Description shown in Exhibit I-1**

Page Limit: The Phase II Cover Page is excluded from the page count.

B. Administrative Requirements

The Prime Consultant must provide the following completed administrative documents with the Phase II Technical Approach:

1. **Certification Form:** Complete the Certification Form and include the completed and notarized form in the Phase II Technical Approach. This requirement applies to the Prime Consultant only.
2. **Georgia Security and Immigration Compliance Act Affidavit:** Complete the affidavit and include the completed and notarized form in the Phase II Technical Approach. This requirement applies to the Prime Consultant only.
3. **Addendum or Addenda:** For each Addendum issued for this RFQ, include only the signed Addendum cover page. If no Addendum was issued, state "No Addendum Issued."

Page Limit: The Administrative Requirements are excluded from the page count.

C. Technical Approach

Provide the following information:

1. Provide any unique technical approaches your firm offers relative to addressing the requirements contained in the Scope of Services, including a general understanding of delivery and contracting types deployed by GDOT's P3 Division to date.

2. Discuss specific methods to be used to complete each project requirement, including the respondent's plan to execute the services required while working as part of a collaborative project team with GDOT alongside other GDOT consultants. Include the respondent's approach to putting GDOT's interests first when dealing with a highly experienced contractor/developer team and how the respondent will collaborate while remaining independent.
3. Discuss the respondent's approach to validating pricing and supporting GDOT during negotiations with the contractor/developer team. Discuss how the respondent plans to ensure consistency between the respondent's, the contractor/developer team's, and GDOT's estimates concerning labor rates, equipment rates, bid items, and pricing.
4. Identify any unique challenges of the project and how your firm intends to work with the project team to mitigate these challenges.
5. Describe the respondent's quality control and quality assurance procedures.
6. Provide any specific qualifications, skills, software suites, tools, and knowledge that may uniquely benefit the firm and project, experience working with contractors and designers in a collaborative environment, and your ability and willingness to meet time requirements.

   Page Limit: Five pages maximum.

D. Key Personnel Changes

If, after submission, the Project Manager or a Key Team Leader identified in the Phase I SOQ is no longer employed by the firm, the shortlisted firm must identify a replacement in the Phase II Technical Approach. The replacement must be employed by the same firm as the individual being replaced.

The firm must provide all information required for the applicable position and comply with the original page limitation. During the Phase II Technical Approach evaluation meeting, GDOT will revisit and adjust the applicable Phase I score to reflect the experience and qualifications of the replacement personnel.

If no key personnel changes have occurred, the firm must state "No Changes" in the Phase II Technical Approach.

E. Presentation/Interview

GDOT may request a presentation or interview when determined to be in GDOT's best interest. If requested, the presentation or interview will be evaluated as part of the Technical Approach.

GDOT will provide the shortlisted firms with the applicable presentation or interview format, schedule, and instructions.

VI. Instructions for Submission of the Statement of Qualifications (Phase I) and Technical Approach (Phase II)

A. File Naming and Submission

Name each PDF using the firm's abbreviated name, RFQ number, and phase designation, separated by underscores. Do not use spaces.

Use the same abbreviated firm name for both submissions. Use PONE for Phase I and PTWO for Phase II.

Examples:

Statement of Qualifications: PtreeEngineering_RFQ484-123456_PONE.pdf

Technical Approach: PEngineering_RFQ484-123456_PTWO.pdf

Submit the Phase I SOQ and Phase II Technical Approach through the GDOT solicitation portal: https://solicitation.dot.ga.gov/
The Solicitation Submittal Manual is available at:
https://dotauthoring.dot.ga.gov/GDOT/Pages/SolicitationTraining.aspx

B. Submission Deadline, Technical Assistance, and Confirmation

The submission portal will close automatically at 2:00 p.m. Eastern Time on the applicable submission deadline and will not accept uploads after that time.

If a firm experiences difficulty submitting through the portal, the firm must immediately call and email the Negotiator identified under Restriction of Communications. The email must describe the problem and identify the firm, RFQ number, and affected phase. GDOT will provide instructions for completing the submission through an alternate method, when appropriate.

If the firm is unable to reach the Negotiator, the firm must contact GDOT Solutions Center using the contact information below:

GDOT Solutions Center

Telephone: 404-631-1220

Email: SolutionsCenter@dot.ga.gov

Following a successful portal submission, the system will generate an email confirmation. If a confirmation email is not received within one hour, the firm must call and email the Negotiator. If the Negotiator cannot be reached, the firm must contact GDOT Solutions Center using the contact information provided above.

Late submissions will not be accepted unless the firm timely reported a portal problem and followed the alternate submission instructions provided by GDOT, or GDOT formally revised the applicable deadline by Addendum or written finalist notification, as applicable.

VII. GDOT Terms and Conditions

A. Statement of Agreement

By submitting a Phase I SOQ or Phase II Technical Approach, the firm acknowledges that it has carefully examined the RFQ and that it is the firm's responsibility to request clarification regarding any provision with which the firm disagrees or that requires clarification. Failure to raise such matters during the applicable question period will be interpreted to mean that the firm agrees with the terms, conditions, specifications, and requirements of the RFQ.

By submitting the applicable response, the firm certifies that:

1. The response is genuine and is not submitted in the interest of or on behalf of any undisclosed person, firm, or corporation;

2. The firm has not directly or indirectly induced or solicited another firm to submit a false or insincere response; and
3. The firm has not solicited or induced any person, firm, or corporation to refrain from submitting a response.

Failure to provide required information may result in disqualification. GDOT may permit a firm to correct missing or incorrect administrative information when the correction does not modify or affect information used by the Selection Committee to evaluate or score the firm. If GDOT requests specific administrative information, the firm must provide only the information requested. Failure to provide the requested information will result in disqualification, and submitting changes beyond those specifically requested may result in disqualification. Failure to provide the required Georgia Security and Immigration Compliance Act Affidavit will result in disqualification as required by Georgia law.

Except for a key-personnel replacement disclosed and evaluated in accordance with the Phase II Technical Approach requirements, a firm may not add, revise, supplement, or otherwise improve information concerning the firm's or its Team's qualifications after the applicable submission deadline. GDOT will not permit other post-deadline changes that would modify information used by the Selection Committee in its evaluation or scoring. Failure to provide required qualification information may result in disqualification.

B. Joint-Venture Proposals

If two or more firms desire to form a joint venture, it is strongly recommended that one incorporated firm propose and maintain status as the Prime Consultant, with the remaining firms participating as members of the Team.

Any joint venture proposed and established as a separate business entity should maintain its own books and supporting documentation sufficient to provide an adequate audit trail. Transactions should be recorded consistently with the joint-venture agreement, and the joint venture must bear its equitable share of costs.
An unpopulated joint venture would not have an adequate accounting system suitable for cost-reimbursement contracts. Populated joint ventures are acceptable when the joint venture is established with working capital, employees, and appropriate control systems and implements the necessary business systems, including payroll processing, purchasing, and property control. The joint venture must develop its indirect rate structure and calculate its indirect cost rates based on the direct and indirect costs it incurs.

C. Audit and Accounting System Requirements

To contract with GDOT, the firm must maintain an adequate accounting system and comply with the applicable cost principles of FAR Part 31.

1. A firm with an aggregate contract amount exceeding $250,000 should have submitted its annual CPA overhead audit.
2. The firm should have no significant unresolved audit findings from previous GDOT contracts.
3. The Prime Consultant is responsible for being reasonably assured that all proposed Subconsultants comply with these requirements.

D. Submittal Costs and Confidentiality

All costs associated with preparing and submitting a Phase I SOQ or Phase II Technical Approach are solely the responsibility of the firm. GDOT is under no obligation to reimburse any such costs.

All responses and related records are subject to the Georgia Open Records Act, O.C.G.A. § 50-18-70 et seq. As provided in O.C.G.A. § 50-18-72(a)(10), pending, rejected, or deferred sealed proposals and related detailed cost estimates are not required to be disclosed until the final award of the contract, termination or abandonment of the project, or a public vote by the agency regarding the proposal, whichever occurs first. After the applicable statutory nondisclosure period ends, response records may be disclosed except to the extent a specific exemption under state or federal law applies.

Marking information as “proprietary,” “confidential,” or otherwise restricted does not by itself prevent disclosure. GDOT will determine whether requested information is subject to disclosure or qualifies for an applicable exemption under law.

E. Award Conditions

This RFQ is not an offer to contract or a solicitation of bids. This RFQ and any response submitted are not binding upon GDOT and do not obligate GDOT to procure or contract for any services.

Neither GDOT nor any firm will be bound unless and until a written contract, mutually accepted by both parties, has been negotiated and executed by GDOT and the selected firm.

F. Debriefings

In lieu of separate pre-award and post-award debriefings, GDOT will provide the Selection Package at the time of the Selection Announcement, also referred to as the Announcement of Entering into Negotiations. The Selection Package will include the scores and comments from the applicable evaluation phases for all firms that submitted responses and will typically be provided electronically as a PDF. GDOT debriefings will typically be conducted in writing.

G. Right to Cancel or Change RFQ

GDOT reserves the right to cancel this RFQ when GDOT determines that cancellation is in its best interest. GDOT also reserves the right to increase, reduce, add, or delete any item in this RFQ as necessary.

H. GDOT Code of Conduct Pertaining to Conflict of Interest in the Award and Administration of Contracts

Under GDOT Policy 3A-17, a former GDOT employee whose duties included direct involvement in the negotiation, administration, or management of a contract involving the firm as a Prime Consultant or Subconsultant must not work on that contract as an employee of the firm for one year after leaving GDOT employment.

On July 1 of each year, each consulting firm under contract with GDOT as a Prime Consultant or Subconsultant must provide GDOT’s Chief Procurement Officer a current list of all former GDOT employees employed by the firm and a certification describing their responsibilities relating to the firm’s current GDOT contracts. The certification must attest that, during the preceding year, no former GDOT employee worked on a contract between GDOT and the firm when that employee had direct involvement, while employed by GDOT, in the selection, award, or administration of that consultant contract.

A consulting firm entering into a GDOT contract for the first time as a Prime Consultant or Subconsultant must provide the initial list and certification before the contract's effective date. If GDOT's Chief Procurement Officer determines that an actual conflict exists, the Chief Procurement Officer may issue a stop-work order on the affected contract.

EXHIBIT I-1

1. Project Number(s): N/A
2. District or Region and County(ies), Statewide
3. Project or Contract Description: ICE Services in Support of Alternative Delivery and P3 Projects
4. Required Area Classes (No Required Area Classes)

5. Scope of Services:

For the scopes listed below, the ICE shall function solely as an independent advisor to the Department and shall have no organizational conflicts of interest with any Developer/Contractor under review.

1. In all instances the, ICE is responsible for producing Independent Cost Estimates in accordance with the agreed upon schedules and tasks per task order.

   The ICE will provide assessments associated with developer/contractor submitted time and cost estimate requirements flowing from alternative delivery contracts, including but not limited to; risk allocation proposals, any forecast cost estimates, risk management proposals, value engineering concepts, construction schedules and construction durations. Forecast estimates may be of the following nature; preliminary design, design and construction costs, operations and maintenance. Such assessments will require analysis that may require cost and/or schedule preparation created from limited details submitted in an incremental nature.

2. GDOT has several P3 Express Lane projects to deliver, and importantly the concept of a Comprehensive Development Agreement (CDA) is an element within a few of them, e.g., P.I. 0017135 which can be explored here:

   https://www.industrydataroomdot.com/?utm_source=Website&utm_medium=Main+Link+&utm_campaign=New+Data+Room+Promo

   The I-285 EAST EXPRESS LANES PROJECT (P.I. Numbers 0001758, 0013914, 0017135, 0019965, 0019966, 0019967, and 0017125), is expected to be the first project to require ICE services. . The procurement for the project, which began with RFQ-484-09162024P3 on the Georgia Procurement Registry (GPR), resulted in an Award in the 3rd Quarter of 2026 and to result in a DBFOM agreement for the delivery of Phase 1 and a Comprehensive Development Agreement for the ultimate delivery of the remaining phases of the Project.

   The successful proposer to this ICE procurement will play an integral role in validating and participating in the negotiations of the cost for the work as submitted by the CDA developer team.

   As structured, additional segments will be negotiated under the same CDA over the course of the CDA contract term. The nature of the work is complex interstate construction, reconstruction and widening to include a variety of elevated structures and sophisticated maintenance of traffic regimes to include large system to system movements.

For 285 CDA, the ICE's role will encompass estimating, analyzing the risk register line by line, price loaded schedule, open book involvement, progressive environments, and other associated tasks.

Additionally, the need for an ICE's services extends to owner and/or developer directed changes that may develop under both active and still yet to be procured projects.

GDOT, ICE, and GDOT's consultants and Developers/Contractors shall always establish and maintain a partnering relationship. The purpose of the partnering relationship is to facilitate effective communication among GDOT and GDOT's consultants and developer/contractors and to cooperate in identifying and resolving critical issues relating to the cost and schedule of the Project. The ICE should also coordinate regularly with GDOT on Independent Cost Estimates and provide information as required by GDOT.

Scope of Services:

The ICE shall work with and become a part of the Project Team, which also consists of GDOT, its General Engineering Consultant (GEC) and Project Management Team (PMT) where services are performed under a task order. The scope of services to be provided by the ICE for the Project may include, but not be limited to, the following items:

A. Project Management and Coordination:

1. Internal project management and coordination pertinent to the development of all Deliverables.
2. Monthly invoicing in accordance with GDOT guidelines for submitting invoices and financial reporting guidelines.
3. Facilitate the preparation of Project costs and bids as well as the ability to develop and track scope, schedule, and budget as requested by GDOT.
4. Assist in analyzing impact of contractor/developer proposals on Project construction cost, risk, and/or expediting Project delivery schedule.
5. Coordination with the Project Team
6. Interact with members of the Project Team and utilize an understanding and familiarity with partnering on the Project and facilitate constructive dialogue within the Project Team.

B. Project Meetings:

The ICE will be required to attend Project meetings, either virtually or in person at designated locations specified by GDOT (at GDOT's sole discretion) and participate in tasks related to the services contemplated under this contract.

C. Risk Identification and Mitigation related work:

On projects/task orders where the developer/contractor is responsible for submitting risk allocation proposals., as part of risk management activities, the ICE may be required to:

1. Develop a Risk Register for the Developer designed or contractor performed work.
2. Provide risk management support to GDOT, including risk identification, assessment, and cost quantification together with assignment of the probability of occurrence of each identified risk.
3. Actively participate and contribute during any Risk discussions/Workshops held and provide inputs/comments to GDOT during and after.

D. Constructability Review:

The ICE shall provide written constructability recommendations to GDOT following review of developer/contractor plan submissions. The ICE's responsibilities concerning constructability will include but are not limited to the following:

1. Evaluate the availability of required construction materials, labor, equipment, and specialty subcontractors' ability to deliver the project on time and within budget.
2. Provide inputs and suggestions for substitutions of material or equipment to enhance cost and schedule certainty.
3. Estimate the cost of providing the GDOT required quality management plan.
4. Identify constructability risks and collaborate with others on the project team to effectively mitigate those risks.
5. Identify and contribute to design revisions to improve clarity for pricing, reduction of construction costs, and means to improve the time performance of the project.
6. Provide input on equipment staging, equipment storage, detour routes, stormwater management, accelerated construction techniques, and materials that may be cost-effectively recycled during construction.

E. Independent Cost Estimating:

the ICE shall:

1. Provide negotiation and conflict management support, including the ability to confer with others to reach an agreement on terms, conditions, and costs.
2. Collaborate with the developer/contractor to develop a framework for developing the estimate including work breakdown structure and cost elements such as labor, material, subcontracts, overhead, services, construction equipment, contingency, and fee.
3. Provide summary and detailed cost breakdowns, translate production-based estimates into the Department's
   unit price estimate format as necessary, and submit independent bids-like estimates. Utilize Department standards with a demonstrated familiarity with Georgia labor laws and the local labor union environment.
4. Assist the Project Team concerning any Work packaging plans, risk, labor availability, mobilization, site access, sequence of design and construction, availability and procurement of equipment and materials, and maintainability.
5. Participate in design review meetings/workshops for each design submission and defined phasing. The ICE shall perform, but is not limited to, the following:

   a. Review the plans and quantities and provide feedback on the constructability of the plans;

b. Discuss assumptions on means and methods regarding how the Project will be constructed; and
c. Identify any ambiguities or other items that need to be corrected in the plans.

6. Participate in a quantity reconciliation and schedule review with other members of the Project Team. The purpose is to confirm that the Plan is being interpreted as intended and to expedite the cost reconciliation process by eliminating quantity variance between the estimates.
7. Prepare and submit to GDOT Independent Cost Estimates at each required interval utilizing contractor-style (production-based) methodologies and production-based heavy civil estimating software platforms and assist in quantity verification. The ICE shall plan to develop multiple Independent Cost Estimates.
8. The ICE shall participate in a costing reconciliation as necessary.
9. The ICE may be given Project assignments and tasks for follow-up, as well as a schedule for performing and completing such assignments and tasks. The ICE shall be responsible for timely meeting of the commitments for response in a format acceptable to the Department and within the period directed by the Department, which, in determining such schedule, shall consider a deliverable's size and complexity. The Project Team shall collaboratively establish these expectations, assignments, and commitments and shall update and discuss the same regularly during Project meetings.
10. Develop Independent Cost Estimate documentation during the Project's estimate submittal and negotiation period, understanding that the construction cost estimate preparation by the contractor/developer may occur progressively at various stages of development, depending on delivery model.
11. The ICE shall also accommodate GDOT inputs during the process by taking the following actions at the request of GDOT:

    a Producing independent evaluations of each estimate submitted.
    b Producing Independent Cost Estimates in accordance with the agreed upon schedule;
    c Ensuring that final ICE estimates are based on highly similar to the same construction means and methods used by Contractor/Developer (preliminary ICE estimates shall target minimization of cost, risk and duration);
    d Confirming quantities of work and definitions for payment and measurement;
    e Reviewing subcontractor and vendor quotes and validating any adjustments and selection;
    f Attend project design and preconstruction meetings for informational purposes only but not to provide input to developers (as requested by GDOT);
    g Assisting in value analysis as required by GDOT;
    h Assisting in price negotiations, as needed; and
    i Reconciling submittal(s).

F. Scheduling:

When the contractor/developer provides proposed Schedules for work they are intending to perform, regardless of if their submission is of made of separate elements or sections, a baseline project Schedule will be required for review and analysis by the ICE.

The ICE will review the Project Schedule(s) and provide written comments, suggestions, and inputs on the project schedule deliverables. Additionally, the ICE may also prepare an independent construction schedule identifying the sequence of construction, major tasks and durations, high-risk activities, interdependencies between such tasks, risks, and the critical path. This construction schedule shall form the approach to the preparation of the ICE's first independent cost estimate.

G. Negotiated Construction Price

On projects with a Negotiated Construction Price, the ICE shall lead with support from GDOT during price negotiations and use financial management and accounting expertise to review developer/contractor Proposals and other submittals including, but not limited to the following:

1. Baseline Project Schedule;
2. Baseline Schedule of Values (SOV);
3. Project Schedule Workplan; and
4. Basis of Construction.

H. Conduct Quality Assurance/Quality Control Reviews for all ICE deliverables.

6. Related Key Team Leaders:

   A. ICE Project Manager
   B. Lead Estimator
   C. Two (2) Discipline-Specific Estimators
   D. Scheduler
   E. Quality Control Lead

7. Restricted Firms and Affliates:

Any firm that is part of the BVP team for the I-285 East Express Lanes project, including any firm subsequently added to that team, is prohibited from participating in this ICE contract.
Further, the successful proposer that is selected following this procurement for ICE services, will be barred from submitting an SOQ or equivalent response to any procurement for the CEI service provider and/or the CM/GC to be issued for the Project. The above list of restricted firms (and their affiliates) is intended to supplement applicable State law, including O.C.G.A §§ 45-10-20 through 45-10-28, §§ 45-10-40 through 45-10-42, § 45-10-60, § 45-10-70, § 45-10-80, §§ 45-10-90 through 45-10-92, and federal laws and regulations, including NEPA, related to organizational Conflicts of Interest. To the extent applicable to the Project, such laws may preclude certain firms and their affiliates from participating as a Respondent. However, this disclosure may not address all of the real or perceived conflicts that may exist at the time of the solicitation.

- Adrian Collaborative, LLC
- AECOM Technical Services, Inc.
- Allen Overy Shearman Sterling US LLP
- Ames & Gough, Inc.
- Arcadis U.S., Inc.

- Area Wide Protective, Inc.
- Ashurst LLP
- AtkinsRéalis USA, Inc.
- Atlas Technical Consultants
- Blue Cypress Consulting, LLC
- Brindley Pieters & Associates, Inc.
- C&M Associates, Inc.
- CDM Smith, Inc.
- CHA Consulting, Inc.
- CHB Acquisition Services, LLC
- Corporate Environmental Risk Management, LLC
- CTCS, Inc.
- Dranref dba Business Transportation Group (BTG)
- Edwards-Pitman Environmental, Inc.
- Edwards-Pittman Environmental, Inc.
- EFK Moen, LLC
- EPIC Insurance Brokers & Consultants
- Ernst & Young Infrastructure Advisors, LLC
- Greengate, LLC
- Grice Consulting Group, LLC
- Gude Management, LLC
- Gude Management Group, LLC
- Heath & Lineback Engineers, Inc.
- HNTB Corporation
- ICF Jones & Stokes, Inc.
- Inversa
- Jacobs Solutions, Inc.
- JAT Consulting Services, Inc.
- Kimley-Horn and Associates, Inc.
- KPMG LLP
- Kristine Fallon Associates, Inc.
- Lucie Content
- Luster National, Inc.
- MC Squared, Inc.
- McGuireWoods LLP
- Mead & Hunt, Inc.
- New South Associates, Inc.
- Nossaman LLP
- NOVA Engineering and Environmental, LLC
- Platinum Geomatics, LLC
- Pont Engineering, Inc.
- Public Resources Advisory Group, Inc.
- QNOPY, Inc.
- RKUA, LLC
- Rochester & Associates, Inc.
- Rohadfox Construction Control Services Corporation
- Settimio Consulting Services, Inc.
- Southeastern Archaeological Research, Inc. (SEARCH)

- Southeastern Engineering, Inc. (SEI)
- STV, Incorporated
- Survey and Mapping LLC
- Surveying and Mapping, LLC
- United Consulting Group Ltd.
- Vanasse Hangen Brustlin, Inc.
- ViaPlus, LLC
- Willmer Engineering, Inc.

SOQ Checklist

Use this checklist to confirm that the response includes and is organized under each applicable heading, number, and letter shown in red in the RFQ instructions. This checklist does not replace or modify the detailed requirements or page limitations stated in the RFQ.

This checklist is provided for the firm's use and reference only and must not be included in the Phase I Statement of Qualifications or Phase II Technical Approach.

Phase I Statement of Qualifications

Complete	Required Heading	Page Limit
☐	**A. Phase I Cover Page**	Excluded
☐	**B. Administrative Requirements**	Excluded
☐	**C. Experience and Qualifications**	Personnel limits listed below
☐	**1. ICE Project Manager**	Two pages maximum
☐	**2. Key Team Leaders**	One page maximum per individual for each required position
☐	**D. Resources and Workload Capacity**	Two pages maximum for narrative
☐	**Organizational Chart**	Excluded
☐	**Project Manager Commitment Table**	Excluded
☐	**Key Team Leader Commitment Tables**	Excluded
☐	**E. Prime Consultant Past Performance**	Principal information and similar project experience: four pages combined; Evaluation Forms excluded
☐	**1. Principal of the Prime Consultant**	Included in the four-page combined limit
☐	**2. Similar Project or Contract Experience**	Included in the four-page combined limit
☐	**3. Prime Consultant Evaluation Forms**	Excluded

Phase II Technical Approach — Shortlisted Firms Only

Complete	Required Heading	Page Limit
☐	**A. Phase II Cover Page**	Excluded
☐	**B. Administrative Requirements**	Excluded
☐	**C. Technical Approach**	Five pages maximum
☐	**D. Key Personnel Changes**	Applicable original personnel page limit
☐	**E. Presentation/Interview**	As provided by GDOT, if requested