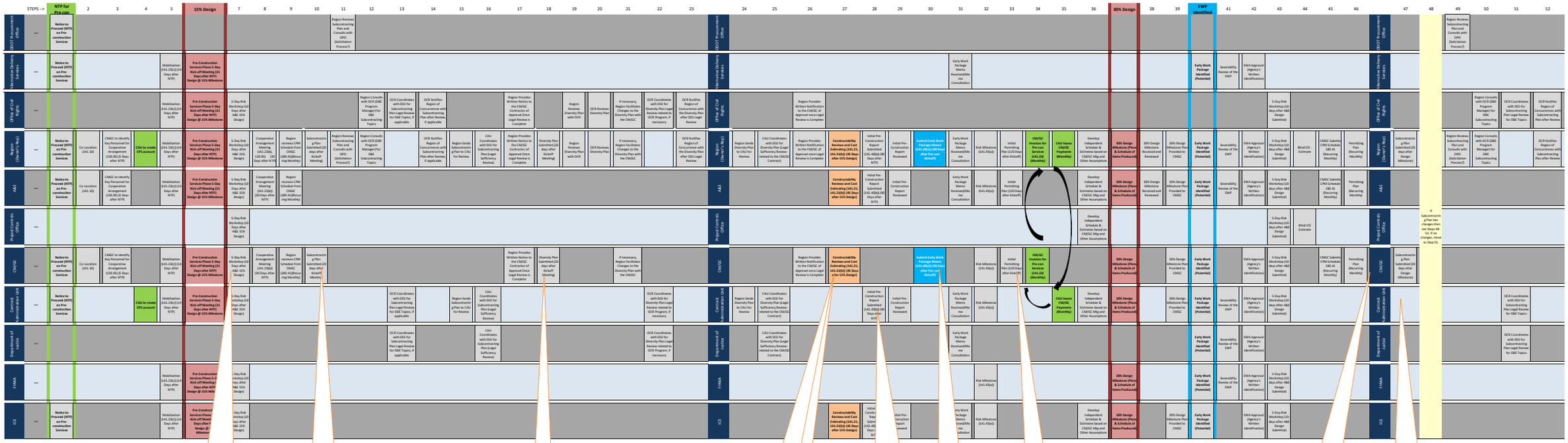
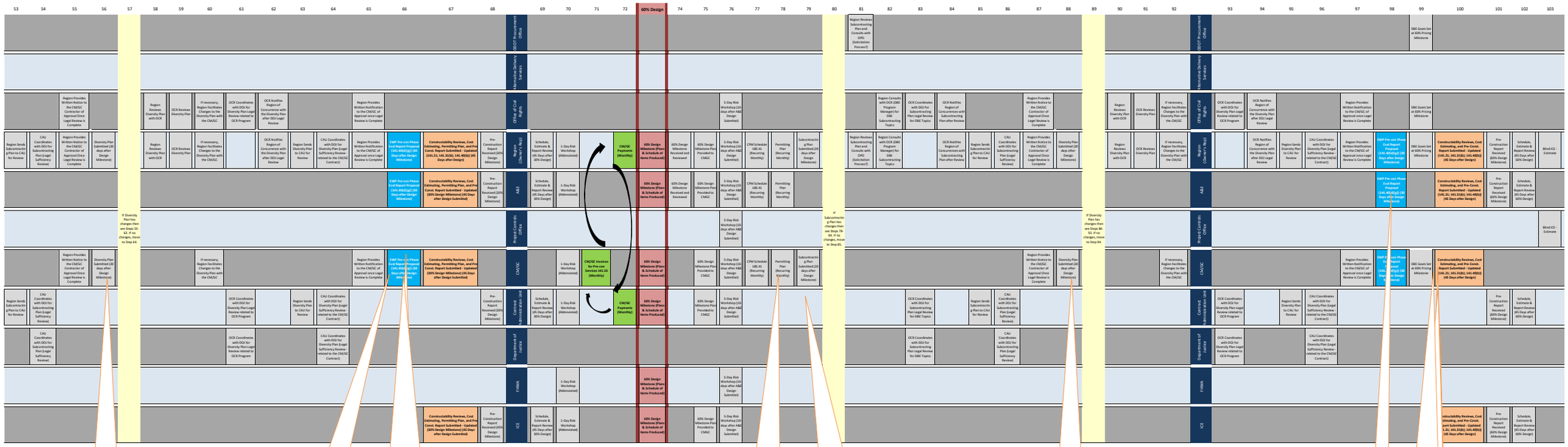

STEPS -->
NTP for Pre-con
15% Design
30% Design
EWP Identified
DOT Procurement Office
Alternative Delivery Services
Office of Civil Rights
Region (Owner's Rep)
A&E
Project Controls Office
CM/GC
Contract Administration Unit
Department of Justice
FHWA
ICE
task
Notice to Proceed (NTP) on Pre-construction Services
Co-Location (141.32)
CMGC to Identify Key Personnel for Cooperative Arrangement (150.05) (5 Days after NTP)
CAU to create CPS account
Mobilization (141.23(c)) (14 Days after NTP)
Pre-Construction Services Phase 1-Day Kick-off Meeting (21 Days after NTP) Design @ 15% Milestone
Pre-Construction Services Phase 5-Day Kick-off Meeting (21 Days after NTP) Design @ 15% Milestone
5-Day Risk Workshop (10 Days after A&E 15% Design)
Cooperative Arrangement Meeting (141.23(b)) (30 Days after NTP)
Region receives CPM Schedule from CMGC (180.41)(Recurring Monthly)
Subcontracting Plan Submitted (20 days after Kickoff Meeting)
Region Reviews Subcontracting Plan and Consults with OPD (Solicitation Process?)
Region Consults with OCR (DBE Program Manager)for DBE Subcontracting Topics
OCR Coordinates with DOJ for Subcontracting Plan Legal Review for DBE Topics, if applicable
OCR Notifies Region of Concurrences with Subcontracting Plan after Review, if applicable
Region Sends Subcontracting Plan to CAU for Review
CAU Coordinates with DOJ for Subcontracting Plan (Legal Sufficiency Review)
Region Provides Written Notice to the CM/GC Contractor of Approval Once Legal Review is Complete
Diversity Plan Submitted (20 days after Kickoff Meeting)
Region Reviews Diversity Plan with OCR
OCR Reviews Diversity Plan
If necessary, Region facilitates Changes to the Diversity Plan with the CM/GC
OCR Coordinates with DOJ for Diversity Plan Legal Review related to OCR Program, if necessary
OCR Notifies Region of Concurrence with the Diversity Plan after DOJ Legal Review
Region Provides Written Notification to the CM/GC of Approval once Legal Review is Complete
Constructability Reviews and Cost Estimating (141.21) 141.21(b)((46 Days after 15% Design)
Constructability Reviews and Cost Estimating (141.21) 141.21(b)((46 Days after 30% Design)
Initial Pre-Construction Report Submitted (141.40(b) (30 Days after NTP)
Initial Pre-Construction Report Reviewed
Submit Early Work Package Memo (141.40(a)) (30 Days after Pre-con Kickoff)
Submit Early Work Package Memo (141.40(a)) (30 Days after Pre-con Kickoff)
Early Work Package Memo Received/Memo Consultation
Risk Milestone (141.41(a))
Initial Permitting Plan (120 Days after Kickoff)
CM/GC Invoices for Pre-con Services (141.32) (Monthly)
CAU Issues CM/GC Payments (Monthly)
Develop Independent Schedule & Estimates based on CM/GC Mfg and Other Assumptions
30% Design Milestone (Plans & Schedule of Items Produced)
30% Design Milestone Received and Reviewed
30% Design Milestone Plan Provided to CM/GC
Early Work Package Identified (Potential)
Severability Review of the EWP
EWA Approval (Agency's Written Identification)
5-Day Risk Workshop (10 days after A&E Design Submittal)
Blind ICE - Estimate
CMGC Submits CPM Schedule 180.41 (Recurring Monthly)
Permitting Plan (Recurring Monthly)
Region Consults with OCR (DBE Program Manager)for DBE Subcontracting Topics
OCR Coordinates with DOJ for Subcontracting Plan Legal Review for DBE Topics
OCR Notifies Region of Concurrences with Subcontracting Plan after Review
Subcontracting Plan Submitted (20 days after Design Milestone)
If Subcontracting Plan has changed when new Step 48 & 49 no changes, move to Step 55.
CMGC141.45(a) Risk Workshop -
• Identifying & characterizing risks, and identifying opportunities for risk reductions (for first two risk assessments)
• Reviewing collaboratively design plans in progress
• Identifying and evaluating VE ideas that optimize the design and provide cost reductions
• Review and validate Project schedule
• Identifying and updating risk response strategies and quantify their implications in terms of cost and schedule
• Reviewing the Project Risk Register and any changes in current risks, severity and likelihood
• Updating the Project Risk Register by entering cost and schedule risks, severity, likelihood, and risk priority
• Assigning risk ownership
• Evaluate contingency
CMGC141.40(h) Subcontracting Plan -
• Finalize and submit Subcontracting Plan
• Plan shall include subcontractor availability/local economic conditions
• Contractor to propose division of Work to facilitate competitive pricing and Award of trade contracts
• Propose improving or accelerated construction completion
• Propose minimizing trade jurisdictional disputes and related issues
CMGC141.40(i) Diversity Plan -
• Finalize and submit Diversity Plan per Section CMGC144
• See Exhibit C of the CMGC Contract
CMGC 141.21 Constructability Reviews
• See Exhibit D of CMGC Contract
• Concerns & issues with the proposed contract documents
• Clarifications to improve the quality of the Plans and Specs
• Contractor's limitations to conducting work within an operating Project segment during day and night hours
• Duration of work phases and stages
• VE proposals
• Cost and schedule implications of design decisions & alternatives
• Project risks an cost, schedule uncertainty, and potential for early completion
CMGC141.31 Cost Estimating
• Submit quantity calculations and unit cost justification for all pay items
• Project draft schedule of items and construction cost estimates
• Cost estimates for work packages
• Cost to complete report to Legislature
CMGC141.40(b) Initial Pre-Construction Phase Evaluation Report -
• CPM Project Work Schedule per CMGC180.41
• Pay Item list and a preliminary construction cost
• Basis of estimates of labor, equipment and material rates (see Article 6)
• Red-line edits on design drawings and specifications
• Proposed construction project phasing and sequencing alternatives, that shall include:
  • A list of advantages and disadvantages, including scheduling and costs considerations
  • Impacts of each alternative on operations, associated risks, and traffic control
  • Constructability recommendations and value engineering
• Recommendations on any identified opportunities for increased efficiency or innovation
• Recommendations on structure design options, including a comparison of the risks, cost, schedule, construction methods, maintenance, and other benefits of the different structure types
• Permitting Plan
• Existing Parameters Memorandum [CMGC141.40(f)]
• Any issues that, in the opinion of the Contractor, should be considered in the planning, design, management, or execution of the Project.
CMGC141.40(a) Early Work Package Memo -
• Material pricing and availability risks, including Materials with lengthy procurement or fabrication timelines
• Critical construction activities, including but not limited to, those related to in-water work windows
• Permitting Plan that includes environmental or other permits or restrictions
• Utility and Railroad restrictions
• Right of Way obligations and acquisitions
• Construction phasing and staging opportunities
• Accommodations for Public Traffic
• CPM Base Schedule that includes advancing other Critical Path activities that could shorten the overall Project schedule (see CMGC180.41)
• Early Work Package Information
• Recommendations on Efficiency and Innovation
CMGC240.40 (e) Permitting Plan (Monthly Thereafter) -
• Identify timelines, required info, and approval and signature cycles per permit
• Spreadsheet summarizing all the necessary permits to construct the Project that Contractor is responsible for securing, intermediate steps, submittal deadlines, signature deadlines, and comment progress
CMGC141.40(e) Permitting Plan (Monthly) -
• Identify timelines, required info, and approval and signature cycles per permit
• Spreadsheet summarizing all the necessary permits to construct the Project that Contractor is responsible for securing, intermediate steps, submittal deadlines, signature deadlines, and comment progress
CMGC141.40(h) Subcontracting Plan -
• Finalize and submit Subcontracting Plan
• Plan shall include subcontractor availability/local economic conditions
• Contractor to propose division of Work to facilitate competitive pricing and Award of trade contracts
• Propose improving or accelerated construction completion
• Propose minimizing trade jurisdictional disputes and related issues



CMGC141.40(l) Diversity Plan -
- Finalize and submit Diversity Plan per Section CMGC144
- See Exhibit C of the CMGC Contract

CMGC141.40(d) Early Work Package Pre-construction Phase Proposal -
- Cost estimates and other information and elements as identified in Article 6.5, Article 6.6, and CMGC141.31(b)
- Schedule durations
- All permitting, Right-of-Way, third-party agreements, or other items necessary for the proposed Early Work Amendment
- Material Plan for the EWP [CMGC141.40(g)]

CMGC141.40(c) Pre-Construction Phase Evaluation Report UPDATES
- Update and submit Pre-construction Phase Evaluation Report
- Report shall include the information noted in CMGC141.40(b)
- Report shall include an updated Early Work Package Memorandum based on the latest design developments and revisions available (if applicable)

CMGC141.21 Constructability Reviews -
- See Exhibit D of CMGC Contract
- Concerns & issues with the proposed contract documents
- Clarifications to improve the quality of the Plans and Specs
- Contractor's limitations to conducting work within an operating Project segment during day and night hours
- Duration of work phases and stages
- VE proposals
- Cost and schedule implications of design decisions & alternatives
- Project risks an cost, schedule uncertainty, and potential for early completion

CMGC141.31 Cost Estimating -
- Submit quantity calculations and unit cost justification for all pay items
- Project draft schedule of items and construction cost estimates
- Cost estimates for work packages
- Cost to complete report to Legislature

CMGC141.40(g) Material Sourcing Plan -
- Submit Material Sourcing Plan per Section CMGC141.24
- Due within 45 days of receiving Design submittal
- Identify major and specialty material items
- Identify Materials with long lead times
- Identify Material sources that are in short supply, have inflationary risks, or potential for impacting Critical Path

CMGC140.40(e) Permitting Plan (monthly)
- Identify timelines, required info, and approval and signature cycles per permit
- Spreadsheet summarizing all the necessary permits to construct the Project that Contractor is responsible for securing, intermediate steps, submittal deadlines, signature deadlines, and comment progress

CMGC141.40(h) Subcontracting Plan -
- Finalize and submit Subcontracting Plan
- Plan shall include subcontractor availability/local economic conditions
- Contractor to propose division of Work to facilitate competitive pricing and Award of trade contracts
- Propose improving or accelerated construction completion
- Propose minimizing trade jurisdictional disputes and related issues

CMGC141.40(l) Diversity Plan -
- Finalize and submit Diversity Plan per Section CMGC144
- See Exhibit C of the CMGC Contract

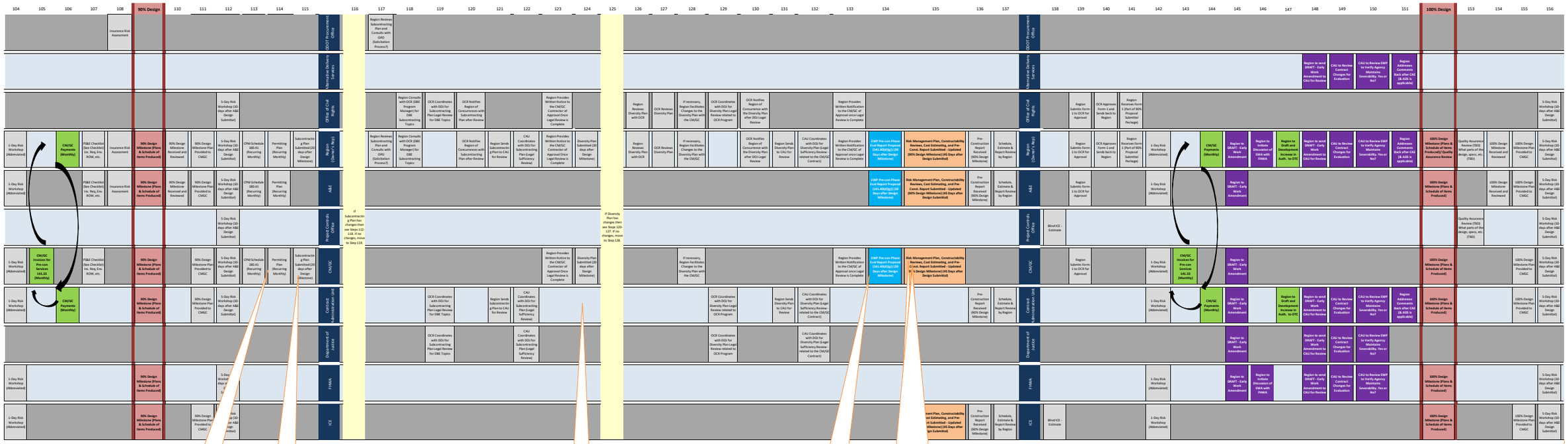
CMGC141.40(d) Early Work Package Pre-construction Phase Proposal -
- Cost estimates and other information and elements as identified in Article 6.5, Article 6.6, and CMGC141.31(b)
- Schedule durations
- All permitting, Right-of-Way, third-party agreements, or other items necessary for the proposed Early Work Amendment
- Material Plan for the EWP [CMGC141.40(g)]

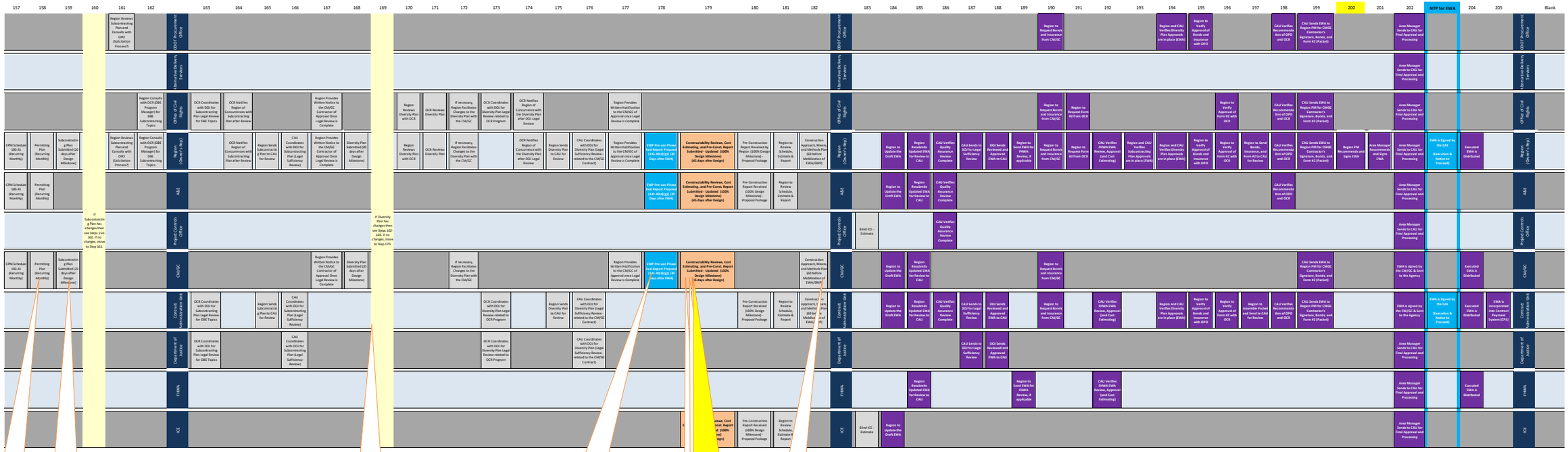
CMGC141.40(c) Pre-Construction Phase Evaluation Report
- Update and submit Pre-construction Phase Evaluation Report
- Report shall include the information noted in CMGC141.40(b)
- Report shall include an updated Early Work Package Memorandum based on the latest design developments and revisions

CMGC141.21 Constructability Reviews-
- See Exhibit D of CMGC Contract
- Concerns & issues with the proposed contract documents
- Clarifications to improve the quality of the Plans and Specs
- Contractor's limitations to conducting work within an operating Project segment during day and night hours
- Duration of work phases and stages
- VE proposals
- Cost and schedule implications of design decisions & alternatives
- Project risks an cost, schedule uncertainty, and potential for early completion

CMGC141.31 Cost Estimating-
- Submit quantity calculations and unit cost justification for all pay items
- Project draft schedule of items and construction cost estimates
- Cost estimates for work packages
- Cost to complete report to Legislature

CMGC141.40(g) Material Sourcing Plan -
- Submit Material Sourcing Plan per Section CMGC141.24
- Due within 45 days of receiving Design submittal
- Identify major and specialty material items
- Identify Materials with long lead times
- Identify Material sources that are in short supply, have inflationary risks, or potential for impacting Critical Path


104 105 106 107 108 90% Design 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 100% Design 153 154 155 156
OCIO Procurement Office
Administrative Delivery Services
Office of Civil Rights
Region (Owner's Rep)
A&E
Project Controls Office
CM/GC
Contract Administration Unit
Department of Justice
FHWA
ICE
Insurance Risk Assessment
Region Reviews Subcontracting Plan and Consults with OPO (Solicitation Process?)
Region Reviews Diversity Plan with OCR
OCR Reviews Diversity Plan
If necessary, Region facilitates Changes to the Diversity Plan with the CM/GC
OCR Coordinates with DOJ for Diversity Plan Legal Review related to OCR Program
OCR Notifies Region of Concurrence with the Diversity Plan after DOJ Legal Review
Region Provides Written Notification to the CM/GC of Approval once Legal Review is Complete
Region Sends Diversity Plan to CAU for Review
CAU Coordinates with DOJ for Diversity Plan (Legal Sufficiency Review - related to the CM/GC Contract)
EWP Pre-con Phase Eval Report Proposal (141.40(d)(2)) (30 Days after Design Milestone)
Risk Management Plan, Constructability Reviews, Cost Estimating, and Pre-Const. Report Submitted - Updated (90% Design Milestone) (45 Days after Design Submittal)
Pre-Construction Report Received (90% Design Milestone)
Schedule, Estimate & Report Review by Region
Region Submits Form 1 to OCR for Approval
OCR Approves Form 1 and Sends back to Region
Region Receives Form 1 (Part of 90% Proposal Submittal Package)
1-Day Risk Workshop (Abbreviated)
CM/GC Payments (Monthly)
Region to DRAFT - Early Work Amendment
Region to Initiate Discussion of EWA with FHWA
Region to Draft and Development Increase in Auth. to OTC
Region to send DRAFT - Early Work Amendment to CAU for Review
CAU to Review Contract Changes for Evaluation
CAU to Review EWP to Verify Agency Maintains Severability. Yes or No?
Region Addresses Comments Back after CAU (& AOL is applicable)
Blind ICE - Estimate
CM/GC Invoices for Pre-con Services 141.33 (Monthly)
Region to Draft and Development Increase in Auth. to OTC
100% Design Milestone (Plans & Schedule of Items Produced)
Quality Assurance Review (TBD) What parts of the design, specs, etc (TBD)
100% Design Milestone Received and Reviewed
100% Design Milestone Plan Provided to CMGC
5-Day Risk Workshop (10 days after A&E Design Submittal)
90% Design Milestone Received and Reviewed
90% Design Milestone Plan Provided to CMGC
5-Day Risk Workshop (10 days after A&E Design Submittal)
CPM Schedule 180.41 (Recurring Monthly)
Permitting Plan (Recurring Monthly)
Subcontracting Plan Submitted (20 days after Design Milestone)
90% Design Milestone (Plans & Schedule of Items Produced)
PE&E Checklist (See Checklist) Ins. Reg, Env, ROW, etc.
Insurance Risk Assessment
If Subcontracting Plan has changes then see Step 120-127. If no changes, move to Step 119.
If Diversity Plan has changes then see Step 120-127. If no changes, move to Step 128.
Region Consults with OCR (DBE Program Manager) for DBE Subcontracting Topics
OCR Coordinates with DOJ for Subcontracting Plan Legal Review for DBE Topics
OCR Notifies Region of Concurrences with Subcontracting Plan after Review
Region Sends Subcontracting Plan to CAU for Review
CAU Coordinates with DOJ for Subcontracting Plan (Legal Sufficiency Review)
Region Provides Written Notice to the CM/GC Contractor of Approval Once Legal Review is Complete
Diversity Plan Submitted (20 days after Design Milestone)
CMGC140.40(e) Permitting Plan (monthly) -
• Identify timelines, required info, and approval and signature cycles per permit
• Spreadsheet summarizing all the necessary permits to construct the Project that Contractor is responsible for securing, intermediate steps, submittal deadlines, signature deadlines, and comment progress
CMGC141.40(h) Subcontracting Plan -
• Finalize and submit Subcontracting Plan
• Plan shall include subcontractor availability/local economic conditions
• Contractor to propose division of Work to facilitate competitive pricing and Award of trade contracts
• Propose improving or accelerated construction completion
• Propose minimizing trade jurisdictional disputes and related issues
CMGC141.40(i) Diversity Plan -
• Finalize and submit Diversity Plan per Section CMGC144
• See Exhibit C of the CMGC Contract
CMGC141.40(d) Early Work Package Pre-construction Phase Proposal -
• Cost estimates and other information and elements as identified in Article 6.5, Article 6.6, and CMGC141.31(b)
• Schedule durations
• All permitting, Right-of-Way, third-party agreements, or other items necessary for the proposed Early Work Amendment
• Material Plan [CMGC141.40(g)]
CMGC141.40(c) Pre-Construction Phase Evaluation Report UPDATES-
• Update and submit Pre-construction Phase Evaluation Report
• Report shall include the information noted in CMGC141.40(b)
• Report shall include an updated Early Work Package Memorandum based on the latest design developments and revisions
CMGC141.45 (b) Risk Management Plan -
• Items identified in the risk assessment workshops
• Due within 45 days after 90% design submittal
CMGC141.21 Constructability Reviews -
• See Exhibit D of CMGC Contract
• Concerns & Issues with the proposed contract documents
• Clarifications to improve the quality of the Plans and Specs
• Contractor's limitations to conducting work within an operating Project segment during day and night hours
• Duration of work phases and stages
• VE proposals
• Cost and schedule implications of design decisions & alternatives
• Project risks an cost, schedule uncertainty, and potential for early completion
CMGC141.31 Cost Estimating -
• Submit quantity calculations and unit cost justification for all pay items
• Project draft schedule of items and construction cost estimates
• Cost estimates for work packages
• Cost to complete report to Legislature
CMGC141.40(g) Material Sourcing Plan -
• Submit Material Sourcing Plan per Section CMGC141.24
• Due within 45 days of receiving Design submittal
• Identify major and specialty material items
• Identify Materials with long lead times
• Identify Material sources that are in short supply, have inflationary risks, or potential for impacting Critical Path
CMGC140.40(e) Permitting
• Identify timelines, require
approval and signature cycle
• Spreadsheet summarizing
permits to construct the Pro
Contractor is responsible for
intermediate steps, submitta
comment progress



...Plan (monthly)
...d solar, and
...es per permit

...l all the necessary
...ject that
...r securing,
...tal deadlines, and

CMGC141.40(h) Subcontracting Plan -
- Finalize and submit Subcontracting Plan

- Plan shall include subcontractor availability/local economic conditions

- Contractor to propose division of Work to facilitate competitive pricing and Award of trade contracts

- Propose improving or accelerated construction completion

- Propose minimizing trade jurisdictional disputes and related issues

CMGC141.40(i) Diversity Plan -
- Finalize and submit Diversity Plan per Section CMGC144

- See Exhibit C of the CMGC Contract

CMGC141.40(d) Early Work Package Pre-construction Phase Proposal -
- Cost estimates and other information and elements as identified in Article 6.5, Article 6.6, and CMGC141.31(b)

- Schedule durations

- All permitting, Right-of-Way, third-party agreements, or other items necessary for the proposed Early Work Amendment

- Material Plan [CMGC141.40(g)]

CMGC141.40(c) Pre-Construction Phase Evaluation Report UPDATE
- Update and submit Pre-construction Phase Evaluation Report

- Report shall include the information noted in CMGC141.40(b)

- Report shall include an updated Early Work Package Memorandum based on the latest design developments and

CMGC141.21 Constructability Reviews
- See Exhibit D of CMGC Contract
- Concerns & issues with the proposed contract documents
- Clarifications to improve the quality of the Plans and Specs
- Contractor's limitations to conducting work within an operating Project segment during day and night hours
- Duration of work phases and stages
- VE proposals
- Cost and schedule implications of design decisions & alternatives
- Project risks an cost, schedule uncertainty, and potential for early completion

CMGC141.31 Cost Estimating
- Submit quantity calculations and unit cost justification for all pay items
- Project draft schedule of items and construction cost estimates
- Cost estimates for work packages
- Cost to complete report to Legislature

CMGC141.40(g) Material Sourcing Plan -
- Submit Material Sourcing Plan per Section CMGC141.24
- Due within 45 days of receiving Design submittal
- Identify major and specialty material items
- Identify Materials with long lead times
- Identify Material sources that are in short supply, have inflationary risks, or potential for impacting Critical Path

CMGC141.41 Construction Approach, Means, and Methods Plan (CAMMP)
- Narrative of Contractor's construction approach to Construction Phase Services activities, planning, coordinating, scheduling, sequencing, means and methods, and resourcing of Work

- To include:
  - General Construction Work
  - Site Preparation Work
  - Environmental/Permitting Related Work
  - Third Party Coordination Work
  - Traffic Accommodations Work
  - Miscellaneous Work

- **Due 60 days prior to the commencement of an EWA**