



ALTERNATIVE DELIVERY MANUAL

VERSION 2.0 - JUNE 2025

This manual was developed as part of the continuing effort to provide guidance within the South Carolina Department of Transportation in fulfilling its mission to provide adequate, safe, and efficient transportation services for the movement of people and goods.

Your comments, suggestions, and ideas for improvements are welcomed.

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An online feedback can be accessed via the following link: [Feedback Form](#)

DISCLAIMER

The South Carolina Department of Transportation maintains this printable document and is solely responsible for ensuring that it is equivalent to the approved Department guidelines. This document is not intended to establish policy within the Department, but to provide guidance in adhering to the policies of the Department. If, for any reason, any phrase, clause, sentence, paragraph, section, subsection, figure, table, or other part of this manual should be decided by a court of competent jurisdiction to be invalid or unconstitutional, such judgment shall not affect the validity of these guidelines as a whole, or any part thereof, other than the part so held to be invalid.

MANUAL APPROVALS

The purpose of this manual is to provide SCDOT staff guidance and direction with regards to alternative delivery projects including identification, procurement, and award. The primary iteration of this manual was titled “SCDOT Design-Build Procurement Manual” and had an effective date of April 24, 2017. In June 2021, SCDOT reorganized and formed the Office of Alternative Delivery (OAD).

Due to the reorganization as well as procedural changes occurring since 2017, this is the update to the SCDOT Design-Build Procurement Manual in its renamed title of “SCDOT Alternative Delivery Manual.”

This update has been authored and reviewed by the SCDOT Alternative Delivery Policy Committee which consists of the following:

- Director of Alternative Delivery, Chair
- Director of Construction
- Chief Counsel
- Chief Procurement Officer for Project Delivery
- District Construction Engineer
- Preconstruction Alternative Delivery Engineer
- Construction Alternative Delivery Engineer

This committee has the authority to publish the revised manual and make revisions to the manual and associated processes, as needed, subject to the oversight of the Chief Engineer of Alternative Delivery and Construction. This authority was granted on January 6, 2025 per the memorandum signed by the Deputy Secretary for Engineering and the Deputy Secretary for Finance and Administration titled “Alternative Delivery Policy Committee / Alternative Delivery Manual.”

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ACRONYMS

ATC	Alternative Technical Concept
BAFO	Best and Final Offer
CE&I	Construction Engineering and Inspection
CFR	Code of Federal Regulations
CADE	Construction Alternative Delivery Engineer
CM	Construction Manager
DAD	Director of Alternative Delivery
DBE	Disadvantaged Business Enterprises
DM	Design Manager
DOC	Director of Construction
FHWA	Federal Highway Administration
FMIS	Financial Management Information System
FOIA	Freedom of Information Act
ICE	Independent Cost Estimate
NEPA	National Environmental Policy Act
OAD	Office of Alternative Delivery
OJT	On-the-Job Training
PADE	Preconstruction Alternative Delivery Engineer
PDM	Project Delivery Method
PM	Program Manager
PO	Procurement Officer
POC	Point of Contact
RFP	Request for Proposals
RFQ	Request for Qualifications

ROA	Record of Approval
ROW	Right-of-Way
SCBO	South Carolina Business Opportunities
SCDOT	South Carolina Department of Transportation
SOQ	Statement of Qualifications
SOV	Schedule of Values
STIP	Statewide Transportation Improvement Program
USACE	US Army Corps of Engineers

DEFINITIONS

The words defined herewith shall have the meaning set forth below throughout this document.

“Adjusted Low Bid” means an award criteria option in which the responsive **technical proposals** are evaluated and **cost proposals** are adjusted based on schedule and/or technical score. Award is made to the **Proposer** with the lowest adjusted bid.

“Agreement” means the executed portion of the **contract** between SCDOT and successful **Proposer**.

“ATC” means a confidential request by a **Proposer** to modify a contract requirement, specifically for that **Proposer**, prior to the **proposal** due date, where the modification provides a solution that is equal or better to the requirements set forth in the **RFP**.

“BAFO” means the final offer provided by a **Proposer** at the conclusion of **discussions** in response to a RFP. Thus, regardless of the length or number of discussions, there will be only one request for a BAFO.

“Champion” means the lead person assigned to a task by the PM or DM. Typically, the champion is either the PM or **discipline leads** within the **OAD**, but can extend outside of the **OAD** to others, such as traffic, ROW, legal, procurement, or any member of the **Evaluation Committee**.

“Clarification” means a written exchange of information which takes place after the receipt of **SOQs** or **proposals**. Clarifications are communications with a **Proposer** for the sole purpose of eliminating minor irregularities, informalities, or apparent clerical mistakes in the SOQ or proposal. It is achieved by explanation or substantiation, either in response to SCDOT inquiry or as initiated by the **Proposer**. Unlike discussions, clarification does not give the **Proposer** an opportunity to revise or modify its SOQ or proposal, except to the extent that correction of apparent clerical mistakes results in a revision.

“Conflict of Interest” means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the owner, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.

“Consensus Scoring” means a **technical proposal** evaluation scoring option in which the **Evaluation Committee** develops a collective score and list of comments for each of the technical proposals.

“Contract” means a composition of the agreement and all exhibits, RFP and all attachments, RFQ and all attachments, Contractor's proposal and all attachments, and Contractor's qualifications and all attachments.

“Cost Proposal” means the price submitted, per the **RFP** requirements, by the **Proposer** to provide the required design and construction services.

“Debriefing” means an informal one-on-one meeting with each **Proposer** to provide feedback on their **SOQs** and/or **technical proposals**, as well as obtaining feedback on the procurement process.

“Design-Build Contract Cost” means the cost of the successful **Proposer** to provide the required design and construction services.

“Design-Build Contract Schedule” means a schedule that accounts for the design and construction-related activities specific to the project. This schedule should take into consideration risk allocation and include final design activities, permitting activities, work restrictions, weather days, and other project-specific scope activities.

“Design-Build Team” means a combination of contractors, design consultants (or a design-consultant team), and other entities that partnered to respond to design-build advertisements and have been successfully awarded a contract.

“Design Leads” mean the lead persons for all applicable disciplines in Preconstruction Support.

“Discipline Leads” mean the lead persons for all applicable disciplines. Typically, the disciplines include road, structures, hydraulics, and geotechnical in OAD, as well as pavement, traffic, and environmental in their respective offices.

“Discussions” means written or oral exchanges which take place after the bid opening with the possibility of allowing the **Proposers** to revise their **proposals**, as further defined in 23 CFR 636. Any oral or written communication between SCDOT and a **Proposer** (other than minor communications conducted for the purpose of **clarification**), whether or not initiated by SCDOT, that either (a) involves information essential for determining the acceptability of a proposal, or (b) provides the **Proposer** an opportunity to revise or modify its proposal if a **BAFO** is issued.

“Discussion Committee” means a group convened for the purpose of determining possible uncertainties, suspected mistakes, deficiencies in the cost and/or technical proposal, and issues with the **RFP** as well as assisting in developing a course of action based on **discussions**. The committee is comprised of the **Evaluation Committee**, PADE, CADE, DM, CM and any other applicable technical resource personnel.

“Early Coordination” means communication with prospective **Proposers** or members of a potential **Proposer** prior to advertising the **RFQ** or a one-phase **RFP**.

“Evaluation Committee” means a group tasked with review of the **RFQ** prior to advertisement and assessing **SOQs** for **short-listing** based upon the criteria identified in the RFQ. The Evaluation Committee will also review the **RFP** prior to issuance and provide support when evaluating technical questions and **ATCs**. In addition, the Evaluation Committee will assess **technical proposals** and score each technical

proposal based upon the criteria identified in the RFP. Typically, the Evaluation Committee consists of the PM, CM, varying members of **the discipline leads**, District Construction, the PO, legal counsel, and a FHWA representative (if applicable).

“Executive Session” means a meeting of a governing body that is closed to the public, in which, no actions can be taken. Discussions, reviews, and evaluations take place within this meeting.

“Final Engineer’s Estimate” means a confidential and refined **initial engineer’s estimate** that is used during the evaluation of **cost proposals**.

“Final Total Construction Cost Estimate” means a refinement of the construction component of the **planning level cost estimate**. The **initial engineer’s estimate** will be incorporated in this estimate.

“Fixed Price” means an award criteria option in which contract price is established by SCDOT and stated in the **RFP**. Design solutions and other qualitative factors are evaluated and rated, with award going to the firm offering the best qualitative **proposal** for the established price.

“Individual Scoring” means a **technical proposal** evaluation scoring option in which the **Evaluation Committee** develops individual comments and scores for each of the technical proposals.

“Initial Engineer’s Estimate” means a detailed, confidential SCDOT estimate of the **design-build contract cost**.

“Low Bid” means an award criteria option in which the contract is awarded to the **Proposer** with the lowest-priced, responsive bid.

“Manual” means the Alternative Delivery Procurement Manual; this Manual.

“OAD” means the Office of Alternative Delivery

“One-on-One Confidential Meeting” means a meeting with each short-listed **Proposer** with the purpose of providing verbal responses from SCDOT to the confidential questions.

“One-Phase Selection Procedure” means a selection process where a RFP is advertised without the use of a RFQ. In lieu of using a RFQ to evaluate team qualifications, typically the RFP will be developed and advertised to request responses to both qualification and technical aspects of the team and project.

“Open-Forum Meeting” means a meeting with all short-listed **Proposers** with the purpose of providing verbal responses from SCDOT to all questions received from the short-listed Proposers.

“Open Session” means a meeting of a public body open to the public, in which, the only time that an action can be taken.

“Pass/Fail Scoring” means a **technical proposal** evaluation scoring option in which the **Evaluation Committee** determines the responsiveness of each of the technical proposals.

“Planning Level Cost Estimate” means the estimate that is shown in the **STIP**. This is considered a preliminary estimate due to the limited availability of project details. It should be identified in the STIP as three separate line items: preliminary engineering, ROW, and construction.

“Project Delivery Selection Workshop” means a group convened by the Preconstruction Alternative Delivery Engineer for the purpose of assisting in evaluating candidate design-build projects. The group will consist of the CADE, PM, DM, CM, and any other necessary technical resources and/or subject matter experts.

“Proposal” means the offer of a **Proposer**, submitted in response to a RFP, to perform the work and furnish the materials and labor at the price set forth therein; valid only when properly signed and guaranteed. This documentation may include the **SOQ**, **technical proposal**, and **cost proposal** as required by the RFP. The offer of a prospective Proposer will be considered a “Bid”, in reference to Section 101.3.6 of [SCDOT Standard Specifications for Highway Construction](#), latest edition.

“Proposer” means a combination of contractors, design consultants (or a design-consultant team), and other entities that partner to respond to alternative delivery advertisements.

“Quality Assurance Review” means all planned and systematic actions necessary to provide adequate confidence that a structure, system, or component will perform satisfactorily and conform to project requirements.

“Quality Control Review” means specific procedures involved in the quality assurance process. These procedures include planning, coordinating, developing, checking, reviewing, and scheduling the work.

“RFP” means all documents, whether attached or incorporated by reference, utilized for soliciting **proposals**.

“RFP Milestone Schedule” means a schedule published in the **RFP** that identifies the significant project activities from “Issue the RFP for Industry Review” to “Contract Execution.” Specific dates accompany all activities in this schedule.

“RFQ” means the document that provides instructions and evaluation criteria utilized for soliciting **SOQs**.

“RFQ Milestone Schedule” means a schedule published in the **RFQ** that identifies the significant project activities from the “Advertisement of the RFQ” to the “Bid Opening.” Specific dates accompany the project activities up to the “Issue the RFP for Industry Review.” All remaining activities should identify a month and year.

“Screening Level Cost Estimate” means a conceptual estimate based on a preliminary project scope and used to determine the suitability for design-build delivery.

“Selection Advisory Committee” means a group convened by the Preconstruction Alternative Delivery Engineer (PADE) for the purpose of reviewing and considering the findings of the PADE, confirming the availability of SCDOT resources, and reaching a consensus on which candidate projects will be delivered via design-build. This committee is comprised of various SCDOT Directors and District Engineering Administrators dependent upon the candidate project types and location.

“Short-Listing” means the narrowing of the field of **Proposers** through ranking the qualifications of the Proposers who have submitted a SOQ in response to a RFQ with the intent to advance to the next stage. Only short-listed firms will be invited to submit a **proposal** in response to a RFP.

“SOQ” means the documents submitted by a **Proposer** in response to a RFQ.

“SOQ Evaluation Meeting” means a meeting of the **Evaluation Committee** where the rules of the evaluation are outlined, **SOQs** are distributed, independent reviews of the SOQs are performed by the Evaluation Committee, SOQs are scored, and the short-list is determined.

“STIP” means a statewide prioritized program of federally funded transportation projects or phases of projects (Statewide Transportation Improvement Program). All federally funded projects and/or categories of projects are required to be included in the STIP in order to be eligible for federal funds.

“STIP Schedule” means the fiscal year in which each of the three line items (preliminary engineering, ROW if purchased by SCDOT, and construction) from the **planning level cost estimate** are scheduled.

“Stipend” means a monetary amount sometimes paid to unsuccessful, responsive, **“Proposers”**.

“Technical Proposal” means the document submitted by **Proposer** which contains design solutions and other qualitative factors that are provided in response to the **RFP**.

“Technical Proposal Evaluation Meeting” means a meeting of the **Evaluation Committee** where the rules of the evaluation are outlined, technical proposals are distributed, independent reviews of the technical proposals are performed by the Evaluation Committee, and technical proposals are scored.

“Two-Phase Selection Procedure” means a selection process where a RFQ and a RFP are advertised and issued, respectively. In the first phase, a RFQ outlining the minimum and desired **Design-Build Team** qualifications will be advertised. Responses to this phase will be accepted from all interested Proposers. However, at the conclusion of this phase, a **short-listing** of the most highly-qualified Proposers will be identified and only those teams will be offered the opportunity to respond to the second phase; the RFP. In the second phase, a RFP will be issued and each short-listed Proposer will be allowed to respond with both a technical and cost **proposal**.

“Weighted Criteria” means an award criteria option in which various criteria are weighted via a percentage and then typically scored on a 100-point scale.

CHAPTER 1. INTRODUCTION

1.1 Purpose

This **Manual**, developed in collaboration with South Carolina Department of Transportation (SCDOT) and Federal Highway Administration (FHWA) staff, provides guidelines for identifying, selecting, procuring, awarding, and delivering alternative delivery projects. This Manual outlines processes for key elements of the procurement and delivery process.

The guidelines in this Manual will be used in conjunction with other SCDOT Publications, Manuals, Policy Documents, and/or Directives.

The purpose of this Manual is to:

- Define alternative delivery authority;
- Explain the differences between Design-Bid-Build, Design-Build, Public-Private Partnerships (P3), Construction Manager/General Contractor (CM/GC), and progressive design-build (PDB);
- Define the roles and responsibilities of the Office of Alternative Delivery (OAD) staff within SCDOT and to the public;
- Summarize the **Freedom of Information Act** (FOIA) and document retention requirements;
- Explain project selection, approval, and project update notices;
- Describe the project development process, including cost estimating and scheduling, preparation services, and risk management;
- Outline pre-advertisement activities, such as creating an Evaluation Committee, utilizing early coordination, initiating **Construction Engineering and Inspection** (CE&I) or Owner Verification / Contractor QA services, establishing **Disadvantaged Business Enterprises** (DBEs) and **On-the-Job Training** (OJTs), choosing a design-build procurement selection procedure, an award criteria method, and other procurement components, as well as receiving pre-advertisement approval;
- Detail development and advertisement of **Requests for Qualifications** (RFQs), evaluation of **Statement of Qualifications** (SOQs), and debriefing procedures;
- Describe development of one-phase, two-phase, and emergency **Requests for Proposal** (RFPs), issuance and advertisement of RFPs, and the evaluation of technical and cost proposals;
- Designate post bid opening award activities, including contract award, contract execution, and final procurement tasks;
- Establish clear procedures for unsuccessful Proposers to file and pursue administrative remedies to address possible errors that occurred during the procurement process;

- Manage construction and contract administration of Alternative Delivery projects to ensure compliance with all Contract documents and adherence to SCDOT policies and procedures.

This Manual is primarily written to address federal-aid alternative delivery projects. In addition, if any federal-aid funding is used on an alternative delivery project, all applicable federal requirements and specifications must be enforced. In the event that SCDOT develops and delivers a non-federal-aid alternative delivery project, the Program Manager (PM) should be cognizant of several federal components of the procurement that may not be required or require adjustment. They include, but are not limited to, the following:

- DBE goals and OJT requirements
- Evaluation criteria
- Evaluation Committee members
- Federal provisions
- Federal approval actions

1.2 Authority

SCDOT is statutorily empowered to construct and maintain the state highway system in a safe and serviceable condition [S.C. Code Ann. § 57-5-10 (Supp. 2016)]. SCDOT has exclusive authority to establish design criteria, construction specifications, and standards required to construct and maintain highways and bridges [S.C. Code Ann. § 57-3-110(1) (2006)]. However, SCDOT can only exercise the power granted to it by statute [S.C. Pub. Interest Found. v. SCDOT, 421 S.C. 110 (2017)]. The following subsections describe SCDOT's statutory authority to pursue alternative procurement methodologies.

1.2.1 Design-Build

Pursuant to the [S.C. Code of Laws, §57-5-1625](#):

“(A) The department may award highway construction contracts using a design-build procedure. A design-build contract means an agreement that provides for the design, right-of-way acquisition, and construction of a project by a single entity. The design-build contract may also provide for the maintenance, operation, or financing of the project. The agreement may be in the form of a design-build contract, a franchise agreement, or any other form of contract approved by the department.

(B) Selection criteria shall include the cost of the project and may include contractor qualifications, time of completion, innovation, design and construction quality, design innovation, or other technical or quality related criteria.”

All federal-aid design-build projects will comply with the procedures set forth in [Title 23, Section 112 of the United States Code](#).

1.2.2 Public-Private Partnerships

Pursuant to [S.C. Code of Laws, §57-3-200](#):

The Department of Transportation authorized to enter into agreements to finance construction and maintenance of highways, roads, streets, and bridges. These agreements are typically referred to as Public-Private Partnerships (P3).

From the funds appropriated to the Department of Transportation and from any other sources which may be available to the Department, the Department of Transportation may expend such funds as it deems necessary to enter into partnership agreements with political subdivisions including authorized transportation authorities, and private entities to finance, by tolls and other financing methods, the cost of acquiring, constructing, equipping, maintaining and operating highways, roads, streets and bridges in this State. The provisions of this Section must not be construed to confer upon the Department of Transportation or political subdivisions any power to finance by tolls or other means the acquisition, construction, equipping, maintenance or operation which the Department of Transportation or political subdivisions does not possess under other provisions of this Code.

1.2.3 Progressive Design-Build

SCDOT does not currently have statutory authority specific to Progressive Design-Build (PDB).

1.2.4 Construction Manager/General Contractor

SCDOT does not currently have statutory authority specific to Construction Manager/General Contractor (CM/GC).

1.3 Alternative Delivery Methods

Alternative project delivery methods provide flexibility and innovation in the planning, design, and construction of infrastructure projects. Unlike traditional design-bid-build approaches, which separate design and construction into distinct phases, alternative delivery methods integrate these processes to improve efficiency, reduce risk, and accelerate project completion. Methods such as Design-Build, Progressive Design-Build, and Construction Manager/General Contractor (CMGC) allow for greater collaboration among project stakeholders, optimizing design solutions, cost management, and schedule performance. These approaches enable agencies to tailor project delivery to specific needs, ensuring that infrastructure investments are completed efficiently and effectively while

maintaining quality and public benefit. Figure 1.3 below graphically shows the time difference between the design-bid-build method and common alternative delivery methods.

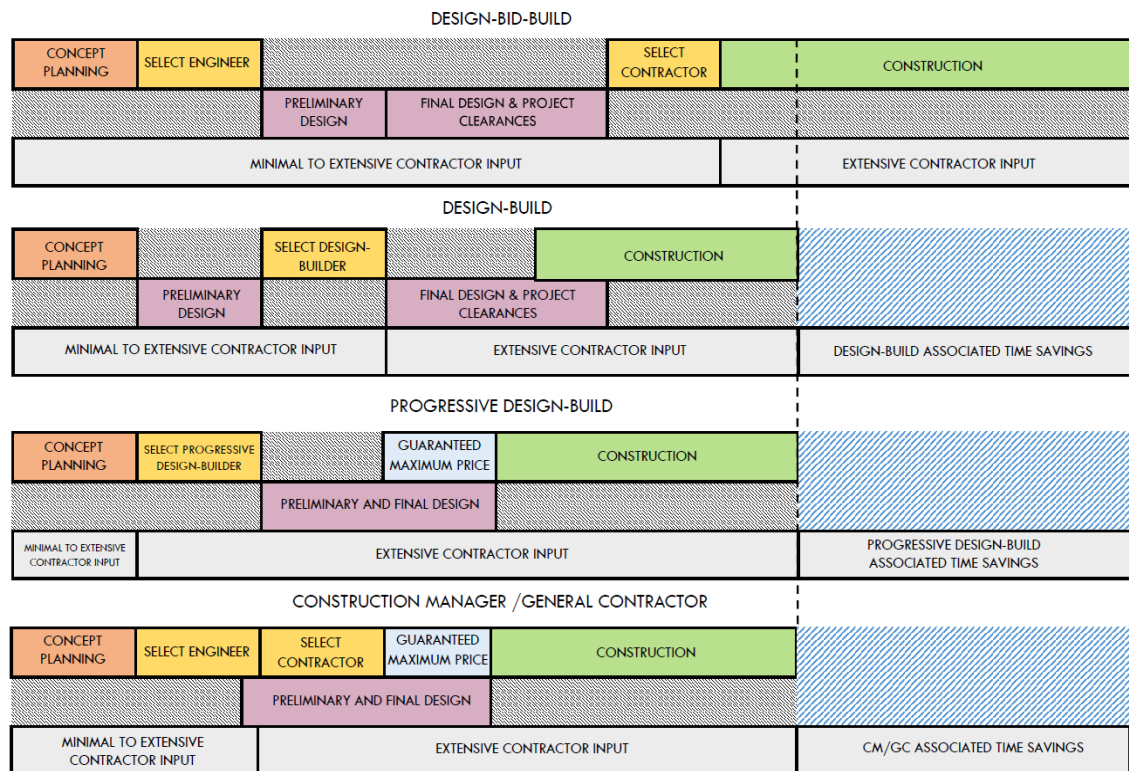


Figure 1.3 Delivery Method Comparison

1.3.1 Design-Build

Design-build is an alternative project delivery method in which a single contract is awarded to provide both design and construction services. In this method of project delivery, contractors and consultant design firms form an integrated team and assume responsibility for design and construction. Any design errors or omissions discovered during construction and the warranty term are the responsibility of the **Design-Build Team** to correct, thus transferring any design risk to the Design-Build Team. Design-build projects are typically lump sum contracts.

Design-build may allow designers and contractors to introduce innovative design/construction alternatives that are equal to or better than the contract requirements while still adhering to all other contract requirements. It also allows contractors to utilize specialized means and methods. Design-build allows overlap of design and construction activities, often resulting in faster project delivery. Design is often broken into packages or segments, allowing construction to begin on portions of the project while other elements are still being designed.

1.3.2 Progressive Design-Build

PDB is an application of design-build delivery that follows a collaborative, multi-phased process. In PDB, the owner initially selects a Design-Build Team primarily based on qualifications. Afterward, the team collaboratively develops the project expectations and responsibilities, deferring finalizing the contract price and other commitments until after the design and project risks have been sufficiently defined. The term “progressive” reflects this step-by-step approach to achieving project goals.

1.3.3 Construction Manager/General Contractor

CMGC is an alternative delivery method that allows the owner to hire a contractor during the design phase to service as the “Construction Manager” and advise the owner and designer on items such as constructability and pricing during the preconstruction phase. Once the design phase is nearing completion, the Construction Manager is allowed to give the owner a construction bid. If the bid is accepted, the owner would enter into a contract for construction with the Construction Manager who would become the general contractor. This delivery method allows the owner to be an active participant during the design process and make informed decisions on design options based on the contractor's expertise.

1.3.4 Public-Private Partnerships

P3 is a contractual agreement that is formed between a public agency and a private entity. These arrangements typically involve a government agency contracting with a private partner to design, construct, finance, operate, and maintain a public facility. Through this type of agreement, the public agency typically retains ownership of facility, but the private sector entity generally invests its own capital, at-risk, to deliver the project scope. Repayment to the private entity is derived from sources such as tolls, availability payments, taxes, or user fees via a long term arrangement.

1.4 Roles and Responsibilities

The roles and responsibilities for alternative delivery projects vary from traditional design-bid-build. The roles and responsibilities listed below identify several SCDOT offices that serve an integral role in alternative project delivery, as well as, the management and administration of the overall program.

1.4.1 Office of Alternative Delivery

1. **Director of Alternative Delivery:** The Director of Alternative Delivery (DAD) is responsible for SCDOT's Office of Alternative Delivery (OAD). The DAD has full oversight over both the preconstruction and construction sections within the OAD. In most

circumstances for Alternative Delivery projects, any reference made in the SCDOT Standard Specifications to the Director of Construction will be the responsibility of the DAD.

2. **Preconstruction Alternative Delivery Engineer:** The Preconstruction Alternative Delivery Engineer (PADE) reports directly to the DAD and oversees the day to day operations of the preconstruction section, including but not limited to, initial project selection and approval, ensuring compliance with SCDOT project development process, ensuring National Environmental Policy Act (NEPA) compliance, overseeing project schedules and estimates, and monitoring staff utilization. For major programs within the OAD, the DAD may choose to shift some of these responsibilities to a Project Manager (PM) or Project Director (PD).
3. **Construction Alternative Delivery Engineer:** The Construction Alternative Delivery Engineer (CADE) reports directly to the DAD and oversees day to day operations of the construction section, including but not limited to, ensuring compliance with contract documents during the construction phase, facilitating the award and execution of alternative delivery construction contracts, overseeing construction schedules, supporting Resident Construction Engineers (RCE) with project delivery, and monitoring staff utilization.
4. **Program Manager:** The PM is responsible for project development along with working with FHWA to prepare a project oversight plan (if necessary), managing project funding obligations, facilitating the procurement process, and chairing the Evaluation Committee. This includes, but is not limited to, managing the preparation services, preparing and finalizing the RFQ and RFP Instructions, managing the overall development of the RFP, drafting the Scope of Work, overseeing the development of the estimates, developing and adhering to the project schedules, and conducting debriefings. The PM may use the [Project Development Checklist](#) to assist in facilitating project development and procurement. The PM may be required to serve as a voting member of the Evaluation Committee. During the construction phase, the PM assists the Construction Manager (CM) with contract management and oversees design reviews.
5. **Design Manager:** The Design Manager (DM) is responsible for all design aspects of a project. This includes, but is not limited to, overseeing the technical aspects of preliminary engineering services, assisting the PM in identifying and managing project risk, overseeing the development of technical and design exhibits (Project Specific Design Criteria and Special Provisions) within the RFP, assisting the PM with developing the scope of work, overseeing the development of responses to design-related non-confidential and confidential questions, and providing recommendations on the approval of Alternative Technical Concepts (ATCs). In addition, the

DM is responsible for overseeing quantity development for estimates, supporting the PM, CM, and RCE on design related issues during construction, and overseeing post award design reviews. The DM may be required to serve as a voting member of the Evaluation Committee.

6. **Discipline Leads:** The Discipline Leads typically include road, structures, hydraulics, and geotechnical in the OAD, as well as pavement, traffic, right of way, utilities and environmental in their respective offices. The Discipline Leads are responsible for determining project scope, managing their respective scope of work during the preliminary engineering phase, coordinating with external offices (such as Traffic Engineering, Environmental, Right of Way, etc), reviewing preliminary engineering deliverables, developing technical exhibits within the RFP, assisting in identifying and managing project risk, reviewing and developing the responses to non-confidential and confidential questions and ATCs, reviewing Technical Proposals, and developing their respective quantities for estimates. The Discipline Leads may be required to serve as voting members of the Evaluation Committee. During the construction phase, the Discipline Leads are tasked with overseeing post award design reviews, addressing design-related construction issues, coordinating reviews with external offices (such as Traffic Engineering and Bridge Maintenance), and overseeing or coordinating with the CM and RCE on reviews of shop plans, working drawings, and foundation installation plans.
7. **Construction Manager:** The CM is responsible for providing input during the design-build preparation phase and development of the RFP, including development of project schedule and incorporation of project-specific Special Provisions. In addition, the CM is responsible for assisting in identifying and managing project risk, reviewing and developing the responses to non-confidential and confidential questions and ATCs, and reviewing Technical Proposals. The CM may be required to serve as a voting member of the Evaluation Committee. The CM will oversee all assigned construction projects to ensure compliance with all Contract documents with special emphasis on cost and schedule requirements as well as serve as a resource for the RCE.

1.4.2 District Construction / Resident Construction Engineer

The CM will coordinate with the District Construction staff and the RCE to solicit input during the preparation of the RFP, including development of project schedule and incorporation of project-specific Special Provisions. District Construction staff or the RCE may be required to serve as a voting member on the Evaluation Committee.

1.4.3 Preconstruction Support

The Letting Preparation Office of Preconstruction Support is responsible for assisting the PM and DM with development of the cost estimates.

The **Design Leads** within Preconstruction Support are responsible for quality assurance of the RFP in accordance with [Preconstruction Advisory Memorandum 4](#).

1.4.4 Procurement

The Procurement Officer (PO) will be responsible for ensuring the integrity of the procurement process, serving as a non-voting member on the Evaluation Committee, and assisting with debriefings according to the [Procurement File Checklist](#). In coordination with the PM, the PO will advertise alternative delivery projects in both [South Carolina Business Opportunities \(SCBO\)](#) and a newspaper. The PO will instruct members of the Evaluation Committee on the requirements for ethical conduct and confidentiality.

The PO will be the Point of Contact (POC) for all communication between SCDOT and Proposers during the procurement process. Alternate POC's will typically be the PM and legal counsel. Alternate POC's will be identified in the RFQ, in the case the POC is unavailable. Proposals are submitted to the PO and prior to distribution, the PO will preliminarily review each proposal for responsibility and responsiveness. A final determination on technical responsiveness will be decided by the PO with concurrence from the Evaluation Committee. The PO will review the rules of evaluation with the Evaluation Committee and moderate the Evaluation Committee's discussion during scoring.

When a unanimous decision regarding responsiveness cannot be made by the Evaluation Committee, the PO, in consultation with the PADE, CADE, PM, Legal, and FHWA (if applicable), will make a final determination on responsiveness.

1.4.5 Evaluation Committee

The **Evaluation Committee** is responsible for reviewing the RFQ prior to advertisement, providing support on answering technical questions, evaluating SOQs, and determining the short-list. The Evaluation Committee is also responsible for reviewing the RFP prior to issuance, providing support on answering technical questions and Alternative Technical Concepts (ATCs), determining responsiveness (see [Section 1.4.4](#) when not unanimous), and scoring technical proposals. Additional information is provided in [Section 4.1](#) of this Manual.

1.4.6 Federal Highway Administration

FHWA's role in federal-aid alternative delivery projects varies from project to project. In all cases, FHWA's oversight role is documented in the [Stewardship and Oversight Agreement](#). If FHWA determines a project to be a Project of Division Interest (PODI), further details will be documented in an individual project oversight plan. The individual project oversight plan will be prepared by FHWA in coordination with the OAD. With most federal-aid projects, FHWA's oversight will begin during the preliminary engineering phase. FHWA policies and procedures for design-build projects are defined in [Title 23 Code of Federal Regulations \(CFR\) 636 \(Design-Build Contracting\)](#).

1.5 Freedom of Information Act

No information regarding a procurement, including any information developed during the preparation services process, will be released under FOIA until a contract has been executed. Pursuant to [S.C. Code of Laws, §30-4-40\(a\)\(5\)](#), procurement documentation are documents "incidental to proposed contractual arrangements" and are exempt from disclosure to the public until the contract is entered. The initial and final engineer's estimate will not be released under FOIA.

All SOQs and proposals, including those deemed non-responsive, will be retained by SCDOT and subject to FOIA unless clearly marked confidential. All Proposers shall visibly mark as "CONFIDENTIAL" on each part of their submission that they consider to contain proprietary information, the release of which would constitute an unreasonable invasion of privacy. All unmarked pages will be subject to release in accordance with the law. Proposers should be prepared to provide justification of why such materials should not be disclosed under the [S.C. Code of Laws, §30-4-10, et seq.](#)

If any issues arise with confidentiality, the PO will coordinate with the FOIA officer.

When the purpose of an Evaluation Committee meeting is to evaluate SOQs or technical proposals, the committee will constitute a public body and be subject to FOIA requirements.

1.6 Retention of Procurement Documents

The PADE and the CADE are responsible for ensuring all procurement records will be retained according to the approved SCDOT "[Records Management Retention Procedures](#)" and "[General Records Retention Schedule for Administrative Records of State Agencies](#)" (SCDOT Retention Policy) issued by the State Archives and published in the Code of Laws of South Carolina 1976, as amended.

1.7 Alternative Delivery Policy Committee

In 2014, the SCDOT Secretary of Transportation created the Design-Build Policy Committee (hereinafter “Policy Committee”) and tasked this group with developing the agency plan to utilize the design-build project delivery method including development of policy documents and associated processes. This committee was renamed the Alternative Delivery Policy Committee when SCDOT Design-Build Group was re-organized within the agency and became the Office of Alternative Delivery. In general, the Policy Committee is comprised of representatives from the Office of Alternative Delivery, Director of Construction Office, Office of Chief Counsel, Office of Project Delivery (Procurement), District Construction office, and the FHWA. The Director of Alternative Delivery or designee acts as the Chairman of the Policy Committee.

This committee shall have the authority to make revisions to this manual and associated processes, as needed, subject to oversight of the Chief Engineer of Alternative Delivery and Construction. Approval of minor revisions or corrections to manual attachments including templates and sample documents shall lie with the Preconstruction and/or Construction Alternative Delivery Engineers. If a designated position on this committee is eliminated or a re-organization occurs changing its function, the Chair of the committee shall route a memorandum requesting approval of a replacement to the Chief Engineer of Alternative Delivery and Construction.

CHAPTER 2. PROJECT SELECTION

2.1 Project Selection Process

To determine whether a project is a suitable candidate for alternative delivery, SCDOT will conduct a review of the project's key goals, attributes, risks, and constraints, as well as an assessment of the project's stage of development. Facilitating this approach, the PADE will initially evaluate individual projects on a routine basis. The DAD will direct this evaluation, usually when a new priority list is developed or an update is scheduled to the Statewide Transportation Improvement Program (STIP). The types of projects that will typically be evaluated include interstate capacity projects, interstate interchange projects, and bridge replacement projects, although any highway transportation project may be evaluated for its suitability for alternative delivery. This evaluation will typically be performed prior to a project being included in the STIP; however, the evaluation of any project at any phase of development may be performed at the request of SCDOT Senior Staff. Typically, candidate projects with a **screening level cost estimate** exceeding \$30 million should be further evaluated; although, a project with a lower cost may be evaluated for alternative delivery at the request of SCDOT Senior Staff.

To assess whether an alternative delivery method is suitable, the project's goals must be clearly understood and the desired outcomes well-defined. The PADE in coordination with the PM, DM, and CM will produce a draft [Project Definition Report](#) (PDR) when a project evaluation is requested. The PADE should convene a meeting consisting of the CADE, PM, DM, DAD, Director of Preconstruction, Regional Production Engineer, Environmental Services representative, Director of Maintenance representative, Director of Right of Way representative, Director of Construction representative, District Engineering Administrator, Office of Materials and Research representative, etc., to review and finalize the report and verify the screening level cost estimate. Candidate projects should first be screened based on their estimated total cost as identified in the screening-level cost estimate.

Once a PDR has been finalized and the candidate project has been screened based on cost, the PADE should convene a **project delivery selection workshop** consisting of the CADE, PM, DM, CM, and any other necessary technical resources and/or subject matter experts. Attendees of this workshop should assist the PADE with completing a [Project Delivery Selection Matrix](#) for the candidate project. All candidate projects should be evaluated using the Project Delivery Selection Matrix unless SCDOT Senior Staff has designated the project for alternative delivery.

The flowchart detailing the Project Delivery Selection Matrix provided in Figure 2.3 should be used to evaluate candidate projects. Stage 1 of the matrix consists of listing project attributes, reviewing project goals, and identifying project constraints. An assessment of primary evaluation factors along with a risk

assessment of the candidate project follows in Stage 2. After completion of Stage 2, secondary factors are evaluated and an optimal delivery method is determined in Stage 3.

2.1.1 Closed and Load Restricted Bridge Program

The project selection and delivery process for the closed and load restricted bridge program differs from normal selection procedures due to the primary goal of expedited project delivery. The critical need to address structurally deficient or load restricted bridges requires a more streamlined and adaptive approach.

The Office of Alternative Delivery will receive candidate bridge sites from the Bridge Maintenance Office (BMO) on an annual basis or other timeline agreed upon by the Director of BMO and the DAD. The OAD will conduct a preliminary screening of each site to determine the suitability for alternative delivery, prioritizing expedited project delivery. The screening process may continue during the Preparation Services phase (See Chapter 3).

When packaging bridge projects, OAD considers various factors including estimated project cost, geographic location, schedule, and other pertinent bridge characteristics.

2.2 Approval Process

After confirming a project is a suitable candidate for alternative delivery, the PADE will convene a **Selection Advisory Committee**. This does not apply to projects already identified by senior staff or deemed an emergency. This committee will be chaired by the PADE and comprised of the following:

- CADE
- DM
- Director of Alternative Delivery
- Director of Preconstruction
- Director of Construction
- Director of Maintenance
- Director of Right-of-Way
- Director of Traffic Engineering
- Director of Environmental Services
- District Engineering Administrator (area dependent)

The purpose of this committee meeting will be to review and consider the findings of the PADE, confirm the availability of SCDOT resources, and reach a consensus of which candidate projects will be recommended for alternative delivery. If the committee is unable to reach a consensus, the decision will be elevated to the

Chief Engineer for Alternative Delivery and Construction, Chief Engineer of Project Delivery, and Chief Engineer for Operations. If a dispute still exists on project delivery method after a meeting of the Chief Engineers, the Deputy Secretary for Engineering will make a final decision. A recommended project or list of projects, recommended for alternative delivery will be submitted via a [Project Delivery Selection Memorandum](#) from the DAD to the Deputy Secretary for Engineering for approval or modification.

If an emergency declaration is issued, [Engineering Directive Memorandum 35](#) will be used to determine the delivery method of any project associated with the emergency.

If a project is identified by SCDOT Senior Staff to be delivered via alternative delivery, approval to advance the project shall be documented in a memorandum from Senior Staff.

2.3 Project Update Notice

Once a project has been approved for alternative delivery, the PADE should update the Future Projects webpage on the [SCDOT Alternative Delivery website](#). This webpage is intended to update the public on upcoming Office of Alternative Delivery projects. The notice should typically provide preliminary information including the following:

- Location of the project;
- Tentative scope of work;
- Anticipated procurement schedule.

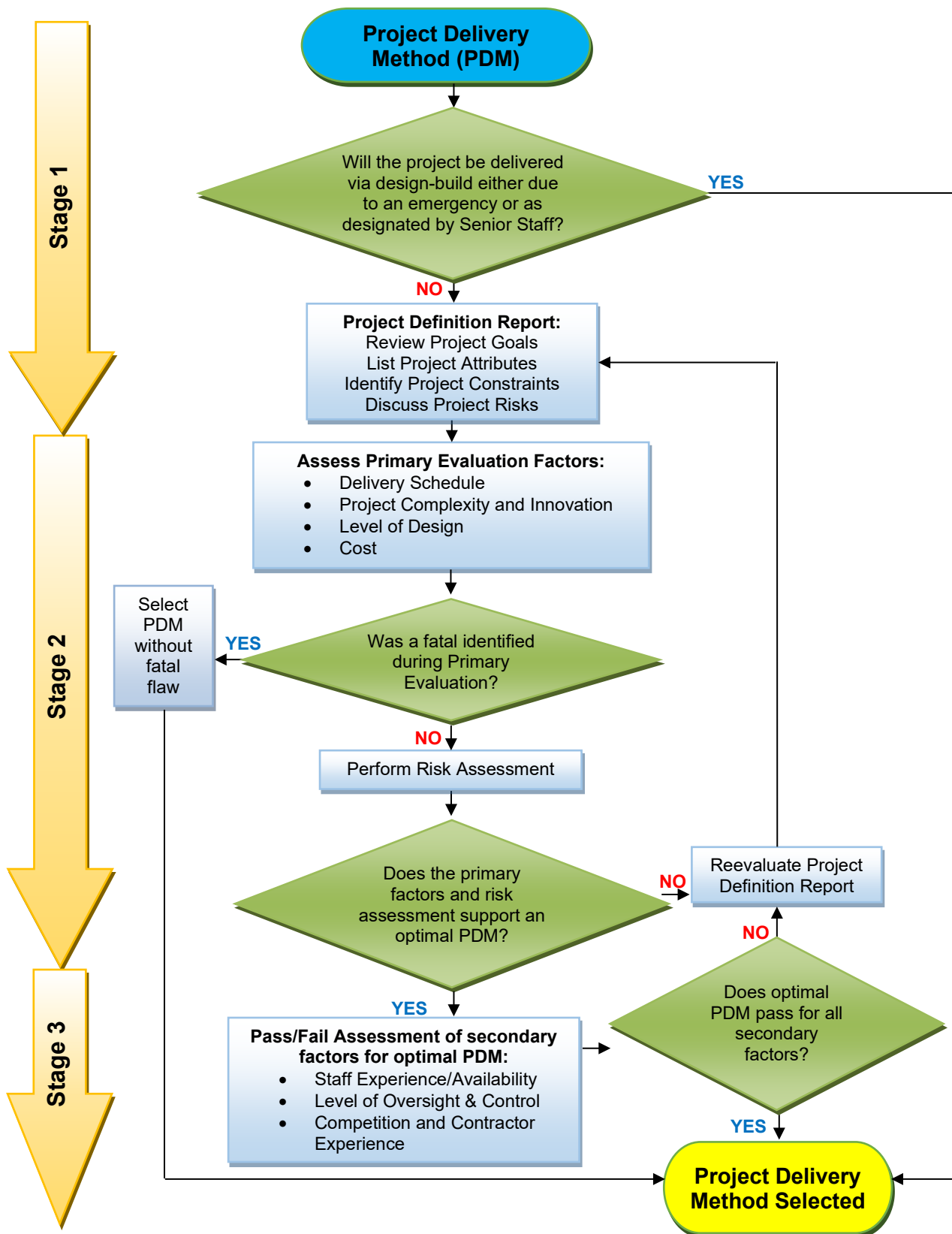


Figure 2.3 Flowchart of the Project Delivery Selection Matrix

CHAPTER 3. PROJECT DEVELOPMENT ACTIVITIES

3.1 Project Development Process

For design-build projects, the planning, concept development, and environmental process activities generally follow the traditional design-bid-build process as described in the [Project Development Process](#). The preliminary engineering (PE) aspects for design-build projects typically stop at conceptual design; however, the amount of design developed may vary from project to project.

For design-build projects, sufficient preliminary engineering should be performed to determine key elements such as conceptual roadway alignments, bridge layouts, and geotechnical/subsurface conditions. This information is necessary to develop the project scope and identify Right-of-Way (ROW) limits, potential environmental impacts, utility conflicts, and permitting requirements. This preliminary information will be used to define project requirements in the Request for Proposals (RFP).

The PE work should be performed to sufficient detail ensuring the project can be built within the proposed limits, schedule, and cost estimate; however, progressing engineering too far potentially limits innovation and may increase SCDOT risk. The PM, DM, and CM will collaborate with all relevant SCDOT stakeholders in identifying risks, developing mitigation strategies, and shaping the overall RFP for a design-build project.

3.2 Project Cost and Schedule

3.2.1. Cost

Design-Build projects are not intended to have a 100 percent design available when developing cost estimates prior to the receipt of proposals. As a result, the PM may need to develop the estimates without reliance on a detailed bid item quantity breakdown. In most cases, the engineering efforts will yield conceptual designs used to develop quantities for estimating purposes.

Due to the uniqueness of procuring a design-build project, it is necessary to periodically evaluate and update a project's cost estimate. At a minimum, the PM, in close coordination with the DM, is responsible for overseeing the development of the following estimates using the [Project Cost Estimate Guidelines and Template](#).

1. Planning Level Cost Estimate

The Planning Level Cost Estimate is the estimate that is initially shown in the **Statewide Transportation Improvement Program (STIP)**. It is considered elementary due to the limited availability of

project details. It should be identified in the STIP as separate line items: PE, ROW, and construction. Even if ROW will be acquired by a Design-Build Team and purchased by SCDOT during construction, the cost should still be included in the ROW component in the STIP. Typically, costs to perform preparation services, Request for Qualifications (RFQ), and RFP development, and stipends are included in the PE cost. Utility relocation costs should be included in the construction component of the STIP. A portion of the construction component should be generated based on the major scope elements of the project using modifiers, multipliers, and/or percentages to account for risk allocation, project management, and contingencies. This portion equates to an estimate of the **design-build contract cost**. The remaining portion of the construction component should, at a minimum, include the following items:

- third party involvement
- design review
- CE&I services

Cost of similar past projects should be considered to improve the accuracy of this estimate. The PM should use the [Planning Level Cost Estimating template](#) when developing this initial estimate.

2. Final Total Construction Cost Estimate

The Final Total Construction Cost Estimate is a refinement of the ROW and construction component of the Planning Level Cost Estimate. The PM should coordinate with the ROW office to obtain the final estimate for ROW. Using the completed preparation services deliverables, including the risk assessment referenced in [Section 3.4](#), the PM will detail the design-build contract cost into a **final engineer's estimate**. This estimate will remain confidential and is used during the evaluation of cost proposals. Percentages for CE&I and contingencies will be set in accordance with SCDOT internal policy documents. To complete the final engineers' estimate, the PM should route the estimate to the Forecast / Budget and Cash Management Office along with the construction schedule that identifies the midpoint of construction. The Forecast / Budget and Cash Management Office will provide the estimate for inflation.

This estimate will typically be completed at the completion of NEPA, at least 3 months prior to beginning releasing the RFQ or one-phase RFP. This allows time to process a potential STIP correction or amendment, if necessary. Any STIP correction or amendment will be coordinated by the PM and should be routed through the PADE to the STIP Financial Manager.

This Final Total Construction Cost Estimate is necessary to issue the Final RFP and receive FHWA's federal construction funding authorization (also known as the "construction obligation") for the project. The PM holds ultimate responsibility for this estimate and may delegate its development to the preparation services consultant. In all cases, the PM is to work closely with the DM and consult with SCDOT's Letting Preparation Office. The PM should use the engineer's estimate and [Final Total Construction Cost Estimate template](#) when developing this estimate.

On complex projects that exhibit significant cost and schedule risk, an Independent Cost Estimate (ICE) may be needed. The PM, in coordination with the PADE, CADE, CM, and DM should determine if an ICE is necessary. This estimate should be compatible with a contractor's estimate and should be conducted from a firm with direct knowledge of construction operations and understanding of how construction costs are developed. In cases where an ICE is produced, this estimate should be compared with the estimate produced by the SCDOT and preparation services consultant to determine the Final Total Construction Cost Estimate.

3.2.2. Schedule

The PM will develop a number of schedules contributing to the successful delivery of the project. The following schedules will be developed:

1. STIP Schedule

The PM will coordinate with the PADE when developing the STIP schedule. The PM should give careful consideration when evaluating the amount of time required to issue the RFP in order to accurately determine the fiscal year where construction costs should be placed in relation to PE and ROW (if applicable). A significant step in this evaluation is providing sufficient time to complete the NEPA document. Therefore, the PM must coordinate closely with SCDOT's Environmental Services Office to ensure adequate time to obtain the appropriate environmental documentation as well as accommodate third party involvement and permitting requirements. The PM should ensure the specific line items (PE, ROW, and construction) of the planning level cost estimate are appropriately identified in the STIP, by coordinating directly with the STIP Financial Manager.

2. Procurement Milestone Schedules

The PM will prepare two procurement milestone schedules; one for the RFQ and the other for the RFP. In the case of a one-phase selection, a single milestone schedule is required. It is the PM's responsibility to effectively manage the project through the

procurement process to ensure these schedules are met. Only in extenuating circumstances should adjustments to established schedules be considered, and in such cases, must be coordinated with the PADE.

The **RFQ milestone schedule** will identify the significant target project activities from the “Advertisement of the RFQ” to the “Submittal of Cost Proposals.” Specific dates should accompany the target project activities up to the “Issue the RFP for Industry Review.” All remaining target project activities should identify a month and year. The PM will ensure this schedule coincides with the STIP schedule and accounts for required internal approvals, such as inclusion in the SCDOT Authorization Approval Meeting.

The **RFP milestone schedule** will include all critical target project activities from “Issue the RFP for Industry Review” to “Public Announcement.” A specific date needs to accompany all activities in this schedule; therefore, it is imperative that the PM gives the development of this schedule careful consideration. The PM should also account for state and federal holidays, seasonal constraints, funding commitments, and other project procurements when establishing this critical schedule. Continuous coordination with DM and CM is essential to ensure schedule feasibility.

If Alternative Technical Concepts (ATCs) will be permitted, the schedule should allow sufficient time for Proposers to develop their ATCs and for SCDOT to conduct a thorough review and analysis. Additionally, after formal ATC responses are issued, the schedule should provide adequate time for Proposers to incorporate the ATCs into their technical proposal.

In projects that have design of complex bridges or complex bridge components, Complex Bridge Independent Peer Reviews will be required. The schedule should include a review period for the peer review package in between issuance of formal ATC responses and the preparation of the technical proposal.

The PM should use the Milestone Schedule Templates when developing these schedules.

3. Design-Build Contract Schedule

The CM, in coordination with the PM, is responsible for development of a contract schedule that accounts for the design and construction related activities specific to the project. This schedule should account for risk allocation and include final design activities, permitting, work restrictions, weather days, ROW acquisition, utility relocations, and other project specific scope activities. The development of this

schedule should occur as early in the RFP development process as possible to establish SCDOT's estimate of contract time. The establishment of this contract time should be used by the PM when identifying the contracting method in the RFP for Industry Review. In preparing the RFP for Industry Review, the PM should consider and evaluate several contracting methods including, but not limited to, use of A+B, establishing a maximum calendar day timeframe, use of a set completion date, incorporating multiple Notices to Proceed, etc. In determining which contracting method is most beneficial, the PM needs to be aware of stakeholder's expectations as well as project commitments. Feedback gathered during the industry review phase, including insights on constructability and risk elements, can be used to inform adjustments to this schedule when issuing the Final RFP.

3.3 Preparation Services

3.3.1. Overview

Preparation services consist of PE services and development of a NEPA document. For federal-aid projects, PE funding will be authorized prior to these services beginning. For non-federal-aid projects, the PM will ensure that a charge code is obtained before these services begin. While some of these services, such as pavement design, may be performed in-house, the majority of these services will typically be handled by a consultant. The PM will work with the Professional Services Contracting Office to acquire these services through on-call contracts or project-specific contracts procured under the [SCDOT Manual for Procurement, Management and Administration of Engineering and Design Related Services](#). Typically, the Alternative Delivery On-Call contract will be utilized. The PM, in coordination with the DM, should refer to the [Preparation Services Scope Sample](#).

The Discipline Leads should take the lead in developing their discipline-specific scope items, with support from the PM and DM. During the execution of the preparation services, the Discipline Leads will oversee the progress of their respective areas, assist the DM with technical oversight, and perform quality assurance reviews of the data and deliverables produced by the consultant. The PM should track overall progress to ensure the schedule is upheld, promptly address any issues, and work closely with the DM and Discipline Leads to maintain the project schedule.

3.3.2. Conflict of Interest

The advertisement for preparation services will indicate whether the prime consultant will be retained through the completion of the procurement process. Furthermore, any sub-consultant performing any of the following preliminary design services will customarily be retained: roadway, structures, hydraulics, geotechnical, traffic, and environmental.

Other sub-consultants may be retained depending on scope of work, status of work, and type of deliverable. Those entities retained will be prohibited from participating in the pursuit of the associated design-build project. Their role will primarily be to assist with RFP development and providing technical support during the RFP phase of the procurement. In general, any sub-consultant performing services outside of the above referenced preliminary design services will be allowed to participate in the pursuit of the associated design-build project provided:

- The prime consultant submits a [Standard Release Letter](#), along with all deliverables to the PM; and
- SCDOT concurs in the release request. The PM should coordinate all requests with the DM, PO, and Legal Office.

3.4 Risk Management

Project risk identification begins during the project selection process. The **Project Definition Report**, introduced in [Section 2.1](#) of this Manual, includes a preliminary assessment of risk which is used during the evaluation of the appropriate project delivery method. Once a project has been approved for alternative delivery, the DAD should convene a **Key Stakeholder Meeting** (Secretary of Transportation, Deputy Secretary for Engineering, Deputy Secretary for Finance, Chief of Alternative Delivery and Construction, Chief Counsel, and Chief of Staff) to review the preliminary risk assessment and identify projects that exhibit significant risk. This meeting may occur as a dedicated Key Stakeholder Meeting or be incorporated into other regularly scheduled senior leadership meetings involving the appropriate personnel. The DAD should provide status updates on projects that are identified to exhibit significant risk in routine Key Stakeholder Meetings.

OAD conducts a formal risk assessment on all projects that are approved for alternative delivery. OAD's risk management approach is a scalable process with three levels based on a project's complexity. The following table details the three levels of risk assessment along with the appropriate strategy.

Table 3.4 Risk Assessment Levels & Strategy

Level of Risk Assessment	Project Complexity	Strategy
Level 1	Noncomplex	Risk Matrix
Level 2	Moderately Complex	Risk Matrix with Quantitative and Qualitative Analysis
Level 3	Most Complex	Risk Matrix with Quantitative and Qualitative Analysis including Monte Carlo simulation (Required by FHWA for Major Projects)

At the mid-point of the preparation services (i.e. following the Public Information Meeting), the PM, in close coordination with the DM and CM, should perform a formal risk assessment following the provided guidance. The PM and DM should solicit feedback from each of the following disciplines, at a minimum: roadway, structures, hydraulics, geotechnical, traffic, environmental, ROW, utilities, pavement, railroad, and construction. This formalized risk assessment should be used to identify initial cost associated with risk contingency and allowance in the initial engineer's estimate. As the preparation phase nears completion—such as the finalization of NEPA and the development of the Final Total Construction Cost Estimate—the PM, in close coordination with the DM and CM, should re-evaluate and update the risk assessment based on the outcomes of any risk allocation or mitigation strategies. The results of this re-evaluation should be used to complete the Final Engineer's Estimate with the associated project contingencies and allowances. This process of developing, reevaluating, and updating of the risk assessment should occur, at a minimum, at the following milestones:

- Planning Phase: Project Definition Report (Preliminary Risk Assessment)
- Preparation Services Phase: Mid-Point, after completion of the Public Information Meeting
- Preparation Services Phase: Nearing completion of NEPA
- Procurement: Prior to Release of Final RFP
- Construction: Following contract execution
- Construction: Completion of Alternative Delivery Contract Design Phase
- Construction: Annually at a minimum, following Alternative Delivery Contract Design Phase

The project team must continuously monitor risks to identify and manage new and evolving threats while ensuring risk response actions are effectively implemented. During the preconstruction phase, this responsibility falls to the PM, while the CM assumes it during the construction phase. The PM and CM should update the “Issues and Risks” section of the OAD Project Status Reports at least monthly highlighting any schedule or cost impacts. The DAD should utilize the OAD Project Status Reports in the Key Stakeholder Meetings.

CHAPTER 4. PRE-ADVERTISEMENT ACTIVITIES

4.1 Evaluation Committee

The PM will prepare the [Evaluation Committee Memorandum](#) after the completion of the preparation services but prior to the development of a RFQ or one-phase RFP. The Evaluation Committee Memorandum will identify the project name, contract or project ID, and names of the Evaluation Committee members. The PM will submit this memorandum to the PADE for concurrence, with a copy to the CADE, who will then forward it to the DAD for routing to the Deputy Secretary for Engineering for approval.

The Evaluation Committee will typically include at least one staff member from the organizations referenced in the table below.

Table 4.1 Evaluation Committee Members

Organization	Position	Voting Status	Deputy Secretary for Engineering Approval Required
OAD**	PM (Committee Chair)	Voting or Non-voting*	Yes
OAD**	DM or Discipline Leads	Voting	Yes
OAD**	CM	Voting	Yes
District Construction	DCE or RCE	Voting	Yes
Traffic Engineering***	Traffic Design Engineer	Voting	Yes
Procurement	PO	Non-voting	No
Legal	Asst. Chief Counsel	Non-voting	No
FHWA****		Non-voting	No

* PADE will determine voting status of Committee Chair considering resource availability and project requirements.

**Supervisor/subordinate members are prohibited.

*** Traffic Engineering will participate on a case by case basis.

****For federally funded projects, see FHWA's project oversight plan.

The ultimate size and makeup of the Evaluation Committee will depend on project requirements. Additional voting and non-voting members may be added to the Evaluation Committee as appropriate depending on the complexity of the project. In rare cases, additional committee members may also include non-SCDOT employees including but not limited to, city, county, and other state agency personnel, as either voting or non-voting members.

An alternate voting member can be named in the initial Evaluation Committee Memorandum. This member may replace a voting member who is unable to fill their role on the committee. In the event, a voting committee member and the

alternate are unavailable to serve, a revised Evaluation Committee Memorandum shall be routed for approval.

Once the Evaluation Committee is approved by the Deputy Secretary for Engineering, the PM may schedule a project kick-off meeting to advise the committee on the specifics of the project including the milestone schedule, conflict of interest, scope, etc. In some cases, this meeting will occur during the first SOQ Evaluation Meeting discussed in [Section 5.3.3](#). In any case, this is a mandatory meeting that requires all committee members to attend either in-person or via conference call. The PO will instruct members of the committee on the requirements for ethical conduct and confidentiality. The PO will be responsible for ensuring that each member of the committee, along with any other resource personnel, has signed the [Conflict of Interest and Confidentiality Certification Form](#). Typically, the PM will distribute a blank form to committee members and resource personnel. If there is an actual or apparent conflict of interest identified, the PO is responsible for mitigating the conflict.

4.2 Early Coordination

Early coordination with potential Proposers can be used to foster a more competitive, efficient, and informed procurement, ultimately minimizing project risk. Federal regulation, [Title 23 CFR 636.115](#), further defines the benefits and purposes for allowing an early exchange of information.

Some techniques to promote early exchanges of information are as follows:

- One-on-one meetings with potential Proposers
- Pre-RFQ notices
- Requests for information (RFIs)
- Pre-RFQ open-forum meetings
- Draft RFPs

If specific information, written or verbal, that is considered necessary for the preparation of proposals is distributed or obtained during these early exchanges, the PM will ensure that information be made available to all potential Proposers on the [SCDOT Alternative Delivery website](#) as soon as practicable in order to avoid creating an unfair competitive advantage.

Early coordination activities should be advertised and offered consistently to all firms interested in the project. If early coordination is desired, the PM will contact the PO. The PO will be responsible for advertising in [SCBO](#) and for posting on the [SCDOT Alternative Delivery website](#). The [Early Coordination Advertisement](#) should be used for advertising and posting. The SCDOT Alternative Delivery website may contain additional early coordination information, such as preliminary engineering deliverables, draft RFQ's, results of early communication with Proposers, etc.

4.3 CE&I Services

Prior to advertising the RFQ or one-phase RFP, the PM should coordinate the project scope of work and schedule with the CM to determine if CE&I or Owner Verification / Contractor QA services for the design-build project will be provided by SCDOT staff or by a third-party engineering consultant. The CM should coordinate with the District Construction Office to determine availability of SCDOT staff. If a consultant is needed, the CM should work with the Professional Services Contracting Office to acquire the necessary CE&I services through a contract procured under the [SCDOT Manual for Procurement, Management and Administration of Engineering and Design Related Services](#). If necessary, CE&I services will be advertised after the notification of the short-listed teams. No member of the successful Proposer's team will be selected for CE&I services. The PM should continue to monitor the CE&I procurement to prevent any negative impact on the project's milestone schedule.

4.4 Disadvantaged Business Enterprises and On-the-Job Training

Prior to advertisement of the RFQ or one-phase RFP, the CM will submit a request for DBE Goals and OJT Slot Assignments to SCDOT's Office of Business Development and Special Programs. This request is usually sent via email and provides the following project information:

- Contract value (price)
- Type of work (estimating road/bridge cost breakdown)
- Duration of project

The Office of Business Development & Special Programs will notify the CM of the DBE goal and the number of OJT slot assignments to be included in the RFP. The CM should notify the PM once the goal has been established. The PM should note that DBE goals and OJT slot assignments are not requirements on non-federal-aid projects. However, if any federal-aid is used on a contract, the requirements outlined in this section must be enforced.

4.5 Selection Procedures

4.5.1. Two-Phase Selection Procedure

The **two-phase selection procedure** involves issuance of a RFQ followed by a RFP for the design-build project. In the first phase, the PM will coordinate advertising a RFQ outlining the minimum and desired Proposer qualifications. Responses to this phase will be accepted from all interested Proposers. However, at the conclusion of this phase, a short-listing of the most highly qualified teams will be identified and only those teams will be offered the opportunity to participate in the second phase; the RFP. In the second phase, the PM will issue a RFP and allow each short-listed Proposer to respond with both a technical and a cost proposal. In a two-phase

selection procedure, the PM should ideally incorporate all of the various procurement components; i.e. early coordination, multiple open-forum and one-on-one meetings, submission of ATCs, etc.

The payment of stipends to the unsuccessful short-listed responsive Proposers should be considered to enhance competition and innovation, help defray costly pursuit costs, as well as signal the SCDOT's intent of carrying the project forward. The payment of stipends should also entice innovation and give SCDOT ownership rights in the proposal documents allowing the incorporation of any ideas offered by unsuccessful Proposers into the final contract.

4.5.2. One-Phase Selection Procedure

The **one-phase selection procedure** involves advertisement of a RFP without a separate RFQ. In lieu of using a separate RFQ to evaluate team qualifications, the RFP will be developed and advertised to request responses to both qualifications of the team and technical aspects of the project. In determining if a one-phase selection procedure is suitable, the PM should consider the criteria below. A positive response is an indication that a one-phase selection procedure may be suitable. A negative response may be an indication that a two-phase selection procedure is more suitable.

- It is anticipated that no more than three teams may respond to this solicitation.
- Proposers are not expected to perform substantial design work before developing the cost proposals.
- Proposers are not expected to incur a substantial expense in preparing proposals.
- The project has clearly defined project requirements and the scope of work does not warrant Proposers with special skills or experience.
- Expedited delivery to construction is a project goal.
- The project is deemed an emergency with an expedited delivery schedule.

Typically, if a one-phase selection procedure is used, some of the procurement components, including confidential meetings and submission of ATCs, may not be appropriate due to minimal project complexity and time constraints. Also, the payment of stipends would not typically be made due to the minimal effort expected of the teams responding. However, stipends should be considered on one-phase selections with expedited procurement and construction schedules as well as those where technical proposal requirements are expected to require a significant amount of engineering work.

4.6 Award Criteria Options

Typical SCDOT award criteria options for design-build procurement include the following:

- Fixed price
- Weighted criteria
- Adjusted low bid
- Low bid

This section outlines these award criteria options. The type of award criteria should be clearly defined in the RFP. The PM will determine which type of award criteria option is best suited for the unique requirements of the project. Other award criteria options may be considered if deemed appropriate for a specific project.

4.6.1. Fixed Price

Fixed price is a type of best-value procurement. Under the **fixed price** award criteria option, in lieu of requiring both a technical proposal and cost proposal, SCDOT may establish a fixed price budget for the project and require submission of only qualitative technical proposals. The PM establishes the fixed price and baseline scope which are published in the RFP. The Proposers shall work within the fixed price amount to provide the best possible proposal scope and schedule most beneficial to SCDOT. Variable scope items may also be included to maximize the amount of work constructed within the fixed price. This method is most effective for projects where need far outweighs available funding. Proposers compete on project scope, schedule, and other non-cost factors. The Evaluation Committee assess the proposals for compliance with the RFP requirements and how well the Proposers maximize the scope to be delivered above the requirements in the RFP.

4.6.2. Weighted Criteria

Weighted criteria is a type of best-value procurement. Under the weighted criteria option, various criteria are weighted via a percentage and then typically scored on a 100-point scale. The criteria typically includes, but are not limited to, technical score, quality credit score, and/or cost score. In some cases, a score for construction time/schedule and/or qualifications score may be brought forward from the shortlisting process. The RFP may require the proposal to meet a minimum score. Technical proposals are evaluated to determine if they meet the requirements outlined in the RFP. Construction time, if used as a selection criteria, is evaluated such that the Proposer with the lowest number of days receives the most points. Similarly, cost proposals are compared to other Proposers and scored by the lowest bid receiving the most points. The Evaluation Committee will

review and score the criteria in accordance with the RFP, with the exception of cost and schedule.

4.6.3. Adjusted Low Bid

Adjusted Low Bid is another type of best-value procurement. Under the adjusted low bid option, responsive technical proposals are evaluated and cost proposals are adjusted via a formula using a technical score or quality credits as determined by the Evaluation Committee. The technical scoring process typically involves evaluating if technical proposals meet the requirements outlined in the RFP while the quality credit process evaluates components of the technical proposals that are above and beyond those outlined in the RFP. The Evaluation Committee will review and score the technical proposals in accordance with the RFP.

4.6.4. Low Bid

Under the **low bid** award criteria option, the contract is awarded to the responsive Proposer with the lowest-priced responsive bid. The RFP may require the proposal to meet a minimum technical score and/or minimum qualifications in order to be deemed responsive. The Evaluation Committee evaluates the proposal to determine if it meets the RFP requirements. The technical proposal generally consists of a short narrative and the required legal forms.

4.6.5. Award Criteria Selection Matrix

The PM should determine the most appropriate selection procedure and award criteria based on the guidance provided in this section. The table below provides additional guidance on the suitability of certain award criteria versus project type and scope.

Table 4.6.5 Award Criteria Selection Matrix

Project Type/Scope	Fixed Price	Weighted Criteria	Adjusted Low Bid	Low Bid
New Highway/New Location	Yes	Yes	Yes	No
Interstate Interchange	Yes	Yes	Yes	No
Major/Complex Bridge Replacement	Consider	Yes	Yes	No
Interstate Capacity and/or Rehabilitation	Maybe	Yes	Yes	No
Bridge Package	Maybe	Yes	Yes	Maybe
Minor Bridge Replacement	No	Maybe	Maybe	Yes
Emergency	No	Maybe	Maybe	Yes

4.7 Procurement Components to Consider Prior to Advertisement

4.7.1. Alternative Technical Concepts

The use of Alternative Technical Concepts (**ATCs**) will be utilized on a case-by-case basis where determined to be appropriate and advantageous. ATCs are typically used on design-build projects where the selection may depend on the degree of innovation in the technical solutions offered by the Proposers.

The PM will evaluate each design-build project, determining suitability for the use of ATCs. If suitable, the RFQ will identify that SCDOT intends to utilize ATCs on the project and the RFP will provide instruction on the ATC process.

4.7.2. Stipends

Prior to advertisement of a RFQ, the PM should determine if **stipends** will be paid. If so, the stipend amount should be determined in consultation with FHWA (if applicable) by using the [Stipend Estimate Spreadsheet](#). The decision to pay a stipend is typically based on analysis of the estimated proposal development costs, the project size, project complexity, the risk analysis, and the anticipated degree of competition during the procurement process. The decision to use stipends is further outlined in [Title 23 CFR 636.113\(a\)](#). However, SCDOT does not have the right to use technical solutions, design concepts, or any proprietary information contained in proposals from unsuccessful Proposers when stipends are not paid or refused.

4.8 Pre-Advertisement Activities Approval

Once the pre-advertisement activities described earlier in this chapter have been considered and prior to development of the RFQ or one-phase RFP, the PM, in coordination with the PADE, will submit the Final Total Construction Cost Estimate and an updated Contract Schedule to the Office of Financial Planning for cash flow analysis. If the analysis results in a forecast of available cash greater than the established minimum threshold throughout the completion of the project, the PM will submit a Pre-Advertisement Activities Approval Memorandum to the PADE for concurrence, who will forward it to the DAD for routing to the Deputy Secretary for Engineering and Deputy Secretary for Finance and Administration for review and approval. The purpose of this memo is to:

- Summarize and recommend a selection procedure;
- Summarize and recommend the award criteria (if adjusted low bid is selected, identify any formula used along with the range of available point / if weighted criteria is selected, identify the proposed criteria and associated weights);

- Identify if ATCs, stipends, and stipend amount, if applicable, will be utilized on the project;
- Provide the proposed project schedule;
- Provide the construction cost identified in the STIP and the Final Total Construction Cost Estimate;
- Provide the cash flow analysis as an attachment;
- Provide any other pertinent requirements necessary to advertise, procure, and deliver a design-build project.

If the analysis results in a forecast of available cash less than the established minimum threshold, the project should be placed on hold until the cash flow issues are resolved. The resolution should be a coordinated effort between OAD and the Office of Financial Planning.

CHAPTER 5. REQUEST FOR QUALIFICATIONS

5.1 Development

5.1.1. Preparation of Request for Qualifications Documents (RFQ)

The PM should obtain and update the RFQ Template with the project specific requirements at least one month prior to advertising the RFQ. The PM should only update the template sections warranting edits due to specific project requirements. Other sections should not be modified by the PM without approval from the PADE on a project-by-project basis. The sections to be edited by the PM are as follows:

- Project Overview and Scope of Work Information provided in these sections should be sufficiently detailed to afford the industry the opportunity to propose key individuals and team members with experience that will best fit the project.
- SCDOT Points of Contact The PM should incorporate the names, room numbers, and email addresses.
- Milestone Schedule The PM should incorporate the RFQ milestone schedule that was developed in accordance with [Section 3.2.2](#) of this Manual.
- Contents of Statement of Qualifications (SOQ) The PM should include appropriate project characteristics that the Proposers should include for evaluation.
- Team Structure and Project Execution The sub-categories outlined in this section would apply to most design-build projects. These sections include an Organization Chart with discussion related to Team Structure and Team Integration. In addition, a discussion of the Proposer's resources and strategies to execute the project. The PM will use the risk analysis, developed in accordance with [Section 3.4](#) of this Manual, to determine if specific approach to certain risk items is necessary to include. The PM will also establish the point distribution assigned to this section. The PM should ensure the final point breakdown is consistent with what is shown in the SOQ Evaluation and Scoring table in the RFQ. If the project is not federally funded, consider other evaluation criteria allowed by state procurement.
- Experience of Key Individuals The specific disciplines and importance of each individual need to align with the project's scope of work. The PM, in coordination with the DM and CM, should consider design effort and complexity along with construction difficulty when selecting the list of key individuals and associated point distribution. The PM should determine which disciplines warrant full-time positions and on-site requirements. A determination should be made for whether certain disciplines are prohibited from being assigned multiple project positions/responsibilities. The PM should ensure the final point

breakdown is consistent with what is shown in the SOQ Evaluation and Scoring table in the RFQ.

- Past and Current Performance of Team The contents of this section should be applicable to all projects. The PM will establish the point distribution assigned to this section. The PM should ensure the final point breakdown is consistent with what is shown in the SOQ Evaluation and Scoring table in the RFQ.
- SOQ Evaluation and Scoring The PM, in conjunction with the PADE and PO, will determine the scoring method for the SOQs. The PM should indicate the scoring method and populate the table with the appropriate point values associated with the evaluation criteria.
- Protest The PM will ensure that the most recent language remains in the RFQ during development.
- Procurement Phase 2 The PM should ensure information provided in this section is consistent with the procurement process approved for the project (i.e., DBE goal, allowing ATCs, award of stipends, discussions, etc.).
- Conflict of Interest The PM needs to ensure this section is updated, identifying the firms that are prohibited from being part of a team responding to the advertisement.

The PM should begin assembling Attachment B and the Project Information Package documents with project and preliminary design information as it becomes available. The contents of these attachments are further discussed in [Section 6.1.1](#) of this Manual.

5.2 Review

The PM will distribute the draft RFQ and [SOQ Scoring Spreadsheet](#) to each member of the Evaluation Committee, ensuring ample time for review in alignment with the RFQ milestone schedule. The PM may schedule a non-mandatory meeting with the Evaluation Committee to discuss comments and is responsible for addressing each comment appropriately before finalizing the RFQ. Typically, a total of two weeks should be allotted for the Evaluation Committee to review and the PM to finalize the RFQ. For federal-aid projects, the PM will obtain approval from FHWA prior to advertising the RFQ, if required by FHWA's project oversight plan. For non-federal-aid projects, no further approvals are required to advertise the RFQ.

5.3 Advertisement

5.3.1. Procedures

In most situations, the RFQ will not be advertised until a NEPA determination has been made. However, there may be situations that require an earlier RFQ advertisement in order to maintain the project

schedule. In these situations, the PM may advertise the RFQ prior to a NEPA determination as long as the RFQ informs the Proposers of the general status of the NEPA process. The PM should coordinate with the PADE and FHWA (federally funded) well in advance of advertisement.

Once the RFQ has been finalized and approved, if necessary, the PM is responsible for preparing the advertisement using the Advertisement Template. The advertisement should contain a brief description of the project, define a submittal deadline, provide the name of the POC, and provide a link to the SCDOT Alternative Delivery website. The PM is responsible for ensuring the advertisement fees are charged to the appropriate charge code. The PM will forward a copy of the advertisement to the PO for publication in the newspaper and [South Carolina Business Opportunities \(SCBO\)](#), as outlined below, and for placement in the procurement file. The PM is responsible for posting the RFQ and Project Information Package documents to the SCDOT Alternative Delivery website.

5.3.2. Methods of Advertising

The law requires advertisement in one or more daily newspapers in the state of South Carolina. The advertising period is a minimum of two weeks, but typically four weeks is utilized. The three methods of advertisement that will be used are as follows:

- Daily newspaper
- SCBO
- SCDOT Alternative Delivery website

5.3.3. Request for Qualifications Addendums

If revisions or modifications to the RFQ are warranted, the PM will publish these updates as an Addendum with a Notice to Proposers. Revisions or modifications to the Project Information Package do not require the issuance of an addendum. The PM should be cognizant of the SOQ submittal date such that the addendum is not issued within ten business days of the due date. If this is unavoidable, the PM should consider extending the due date. The review process for addendums should follow the guidance outlined in [Section 5.1.2](#) of this Manual. Addendums will be issued through the SCDOT Alternative Delivery website, as Proposers are charged with regularly monitoring the website for any updates to the RFQ or Attachments.

5.4 Evaluation of Statement of Qualifications

5.4.1. Conflict of Interest

Proposers are required to submit a Disclosure of Potential Conflict of Interest Certification representing the Proposer. This shall be submitted with their SOQ disclosing any potential conflict of interest as outlined in the RFQ template. If a Proposer identifies a potential conflict of interest on the disclosure form, or if SCDOT determines that a potential conflict of interest exists during this phase of the procurement, the PO will determine the appropriate measures to address the potential conflict. To resolve the potential conflict, the determination needs to take into consideration the best interests of SCDOT and the contract itself. If the conflict cannot be resolved, the PO will consult with the PADE, CADE, PM, Legal, and FHWA (if applicable), deem the Proposer ineligible, and inform them of the reason.

5.4.2. Receipt of SOQs

Electronic copies of the SOQs are required to be submitted by the date and time established in the RFQ. The PO will verify that the electronic SOQs were received by the time and date specified in the RFQ. The PO will relocate the SOQs to a SCDOT project-specific, confidential folder upon notification of the receipt of SOQs. This folder will not be available to the Evaluation Committee until after the PO distributes the SOQs.

After verification, but prior to distribution of the SOQs to the Evaluation Committee, the PO should prepare a SOQ Submitters List of all SOQs received by the deadline date and time. The PO is responsible for posting this list on the SCDOT Alternative Delivery website after distribution to the Evaluation Committee.

The PO will review all SOQs and confirm preliminary responsiveness and responsibility. If issues arise with responsibility and/or responsiveness, the PO should consult with the PM, Legal, PADE, and FHWA (if applicable). Upon determining a Proposer to be non-responsive, the PADE and PO should brief the DAD. The PO, in coordination with the PM, is responsible for notifying the Proposer with a Non-Responsive Letter. The PM should ensure that only the preliminary responsive SOQs are accessible for review by the Evaluation Committee.

5.4.3. Distribution of SOQs

After determining preliminary responsiveness, the PO, in collaboration with the PM, will establish the time frame that the SOQ evaluation meeting will be in executive session. The PM is responsible for coordinating with the PO to ensure that the RFQ Milestone Schedule is maintained. The PM will schedule this meeting and the PO will advise the public at least 24 hours

prior to the meeting by posting a Public Notice on the SCDOT Alternative Delivery website.

The SOQ evaluation meeting will begin with the distribution of SOQs and will initiate in open session. During the distribution, it is mandatory all voting committee members be present either in-person or via teleconference and the PO will:

- Identify the project and who submitted SOQs;
- Make a motion for the Evaluation Committee to enter into executive session when discussing the procurement;
- Verify Conflict of Interest and Confidentiality Forms have been signed by all Evaluation Committee Members (voting and non-voting) and that there are no conflicts;
- Instruct the evaluators on scoring procedures and how comments and scores will be recorded;
- Advise the Evaluation Committee on the location of the SOQs;
- Make a motion to return to open session and adjourn the SOQ evaluation meeting; and
- Prepare minutes of the open sessions of meeting.

5.4.4. Evaluation and Scoring

The Evaluation Committee will use one of the following scoring methods, as identified in the RFQ, to evaluate and score the technical proposals. The chosen method should be confirmed during the SOQ distribution meeting.

1. Consensus

With this scoring technique, the voting members of the Evaluation Committee will develop a consensus score for each evaluation criteria. The consensus scoring will be populated in the Evaluation and Consensus Scoring Spreadsheet. The spreadsheet will contain consensus comments and consensus scores from the Evaluation Committee for each SOQ. The scoring will adequately reflect the written evaluation comments. Strengths, weaknesses, and responsiveness should be discussed. If issues are identified during the evaluation, additional resources should be consulted prior to the population of the applicable scoring spreadsheet. Should the Evaluation Committee determine that a team is non-responsive during the evaluation, no numerical score will be provided for that team.

2. Individual

With this scoring technique, the voting members of the Evaluation Committee will preliminarily score each SOQ prior to the meeting.

While no preliminary scores are to be disclosed, each voting member will finalize their scores based on discussions during the meeting. The individual final scores will be populated in the Evaluation and Individual Scoring Spreadsheet. The technical scoring should adequately reflect the written evaluation comments. Strengths, weaknesses, and responsiveness should be discussed. If issues are identified during the evaluation, additional resources should be consulted prior to the population of the applicable scoring spreadsheet. Should the Evaluation Committee determine that a team is non-responsive during the evaluation, no numerical score will be provided for that team.

5.4.5. Clarifications, Minor Informalities, and Irregularities

The PO is responsible for obtaining any clarifications from the Proposers to assure full understanding of the SOQs. Clarification of a SOQ will be documented in writing by the PO.

A minor informality or irregularity is a matter of form or is an immaterial variation from the exact requirements of the RFQ that has no effect or only a trivial or negligible impact on total cost, quality, quantity, or contract performance of the contract. The correction or waiver of such an issue must be prejudicial to Proposers. The POC will either give the Proposer an opportunity to resolve any deficiency resulting from a minor informality or irregularity in their SOQ or waive any such deficiency when it is in the best interest of SCDOT. Such communication or determination can be verbal and formal resolutions will be acknowledged in writing.

5.4.6. Evaluation

After disbursement of the SOQs, each voting member of the Evaluation Committee will read all SOQs in their entirety and independently assess each Proposer's conformance with the evaluation criteria. The Evaluation Committee may request that the PO obtain additional clarification from the Proposers via written request, as outlined in [Section 5.3.5](#) of this Manual.

After having an opportunity to review and preliminarily score the SOQs, the PO, in coordination with the PM, will convene a second SOQ evaluation meeting to discuss the SOQs. The PO will advise the public at least 24 hours prior to this second meeting by posting a Public Notice on the SCDOT Alternative Delivery website

The second SOQ evaluation meeting will initiate in open session. It is mandatory that all voting committee members be present either in-person or via teleconference. The PO will begin this meeting by:

- Stating the purpose of the meeting; and

- Making a motion for the Evaluation Committee to enter into executive session to begin discussing evaluations.

The PO, in conjunction with PM will explain the scoring method for the SOQs. The individual or consensus scores will be populated in the appropriate scoring spreadsheet. It is important that the PO seek input from SCDOT staff, including District and Preconstruction personnel, regarding performance on current and past projects.

5.4.7. Short-Listing

If SOQs are scored, the PO, in conjunction with the PM, will present the voting members of the Evaluation Committee with the final scores ranking from highest to lowest, without identifying the Proposers. The Evaluation Committee will discuss the scores and the voting members will determine, by majority, a tentative number of proposers to short-list. A short-list of three provides the most appropriate level of competition. If the evaluation committee determines the tentative number of shortlisted proposers is greater than or less than three, the tentative determination shall be reviewed and approved by an executive advisory committee convened by the Director of Alternative Delivery. Once a tentative short-list is determined, the PO will make a motion for the SOQ evaluation meeting to return to open session. During the open session, the Evaluation Committee will take action, which may include finalizing the short-list, determining responsiveness, etc. The PO will obtain signatures from the committee on the SOQ Scoring Spreadsheet to be retained in the procurement file. The PO will then make a motion to adjourn the SOQ evaluation meeting and document the meeting minutes for the open session.

The PO, in coordination with the PM, is responsible for notifying any team found to be non-responsive per [Section 5.3.2](#) of this Manual. After notifying any non-responsive Proposer (if applicable), the PO is responsible for preparing the SOQ Evaluation and Short-List Recommendation Memorandum for approval by the Deputy Secretary for Finance and Administration and the Deputy Secretary for Engineering. FHWA concurrence is required for all PoDIs (Projects of Division Interest). Prior to routing for approval, the PO should check SAM.gov and the South Carolina Secretary of State website (sos.sc.gov) to ensure the short-listed teams are not suspended or debarred and in good standings with the State of South Carolina. Once the PO receives approval or rejection in the short-listing, the PO will advise the PM and post the decision on the SCDOT Alternative Delivery website. If rejected, the PM, in coordination with the PO, will follow a similar cancellation procedure as outlined in [Section 6.4.10](#) of this Manual.

5.5 Debriefings

Proposers that have not been short-listed have an opportunity for a debriefing meeting after the RFQ phase of the procurement process is complete but not before the end of the protest period listed in the RFQ. No Proposer should be debriefed if any Proposer protests or takes legal action against the Department. If this occurs, debriefings will be delayed until the conclusion of the protest or legal process.

The PO will schedule debriefs in accordance with the milestone schedule. The meeting date is outlined in the RFQ milestone schedule. Debriefings can be conducted either through face-to-face meetings or via teleconference.

The PM will be responsible for organizing and facilitating debriefing meetings. While preparing notes for these debriefing meetings, the PM should also prepare for the potential debriefing meetings for the short-listed Proposers as described in [Section 7.3.3](#) of this Manual. The PM, PO, and Evaluation Committee members should attend all debriefing meetings. The PM will offer FHWA (if applicable) the opportunity to attend the debriefing meetings. The debriefing meetings should typically follow the procedures below:

- Approximately one hour in length
- An informal discussion between SCDOT and the Proposer
- A review of the Evaluation Committee's comments
- A scoring breakdown by category
- Feedback from Proposer on the RFQ phase of the procurement process

Contents of another Proposers SOQ shall not be discussed in a debriefing meeting. Upon execution of the design-build contract, procurement files including SOQs, Technical Proposals, and scoring spreadsheets will be available on the [SCDOT Alternative Delivery Website](#).

CHAPTER 6. REQUEST FOR PROPOSALS

6.1 Two-Phase Request for Proposals

6.1.1 Preparation of Request for Proposals for Industry Review Documents

At least three months prior to issuing the **RFP** for Industry Review, the PM should obtain the appropriate [Two-Phase RFP Instructions and Agreement Templates](#) which will serve as the foundation for the RFP.

The templates will contain a draft of the RFP Instructions and Attachment A, i.e. the Agreement, Cost Proposal Bid Form, Schedule of Values, Special Provisions and Contract Requirements, and Railroad and Utilities; all of which will require revisions, additions, and/or deletions. These templates will include a sample Scope of Work and a placeholder for the Project Design Criteria exhibits that will be written on a project-specific basis. The PM should only update the sections of the templates that warrant editing due to specific project requirements. Other sections should not be modified by the PM on a project-by-project basis without the approval of the PADE.

Once the templates have been selected by the PM, coordination with the DM and CM should commence. The PM should regularly collaborate with the DM and CM during the updating and development of the necessary RFP documents.

The sections to be addressed by the PM are as follows:

1. RFP Instructions

- Project Description Information provided in this section should mirror the language provided in the RFQ. Details should be general to avoid conflicts with the scope of work.
- Project Goals This section should provide the goals of the project or items that SCDOT places high value on. The PM should consider the project goals established in the Project Definition Report discussed in [Chapter 2.1](#) as well as additional goals established during the preliminary engineering phase.
- Project Information The PM will ensure that the most recent template language remains in this section during development.
- Point of Contact This section should be updated to include the Procurement Officer, legal representative, as well as the PM.
- RFP Committal The PM will ensure that the most recent template language remains in this section during development.
- NEPA Document / Permit This section should be updated to briefly describe the type of National Environmental Policy Act (NEPA) document approved for this project and provide a status of the US Army Corps of Engineers (USACE) and other

significant permits. Only in special cases should the RFP for Industry Review be issued without a final NEPA determination. In these cases, the status should be identified in this section. The PM shall not issue the Final RFP without a final NEPA determination, unless approved by the PADE.

- Interchange Access Request If applicable, this section should be updated with a status of the interstate access request.
- Schedule The PM will ensure that the most recent template language remains in the RFP during development.
- Design-Build Selection Method Based on the decision of whether or not to use ATCs, the PM should revise steps 1 through 13 of the template as necessary.
- RFP for Industry Review The PM will ensure that the most recent template language remains in this section during development.
- Non-Confidential and Confidential Questions and Meetings - The PM will ensure that the most recent template language remains in these sections during development.
- Confidential Risk Register and Conceptual ATC Meetings If utilized, in most cases, the only decision in these sections is the length of time for the meetings.
- Final RFP The PM will ensure that the most recent template language remains in this section during development.
- Additional Non-confidential Questions, Clarifications and Open-Forum Meetings If utilized, in most cases, the only decision in this section is the length of time for the meetings.
- Confidential Questions The PM will ensure that the most recent template language remains in this section during development.
- Conceptual, Preliminary and Formal ATCs If utilized, in most cases, the only decisions in these sections are the number of ATCs that will be allowed and length of time for confidential meetings. Consideration should be given to complexity, innovation potential, constructability, schedule, etc. In fast-tracked procurements, there may not be ample time in the procurement schedule to accommodate conceptual or preliminary ATCs. If ATCs will not be accepted, the PM will indicate this decision in this section and delete all other related ATC language from the template.
- Highway Safety Analysis The PM should coordinate with DM to determine if this is needed. If so, the PM should ensure that the most recent template language remains in the RFP during development.
- Temporary Pavement Design The PM should coordinate with DM to determine if this is needed. If so, the PM should ensure that the most recent template language remains in the RFP during development.

- Complex Bridge Independent Peer Review The PM should coordinate with DM to determine if this is needed. If utilized, this section should define the required Peer Review Package submittal, which identifies the scope of peer review work, qualifications of peer review firm, minimum level of effort required, and proposed coordination between the lead design firm and the peer review firm. The Peer Review Package should be submitted, in accordance with the milestone schedule and allowing time for SCDOT review, after Formal ATC determination and prior to submittal of technical proposals.
- Stipends If utilized, the PM should insert the stipend amount from the [Pre-Advertisement Activities Approval Memorandum](#) into this section and in the Stipend Agreement. Otherwise remove the Stipend Acknowledgement Form and the Stipend Agreement from the template and identify in this section that stipends will not be used on the project.
- Technical Proposal Based on the award criteria identified in the [Pre- Advertisement Activities Approval Memorandum](#), the PM will select the appropriate language from the available examples in the template. The language selected should then be adjusted based on complexity, innovation potential, constructability, schedule, other scoping items, and/or other project risks. The PM should coordinate with the DM and Discipline Leads to determine to level of plan development required for the Technical proposal.
- Proposal Submittal This section should be updated to include appropriate POC information.
- Technical Proposal Evaluation The PM will select the appropriate language from the available options in the template. The PM will then adjust language and assign values taking into consideration complexity, innovation potential, constructability, schedule, other scoping items and/or other project risks. These values must be carefully considered to reflect project-specific needs and priorities. The PM will collaborate closely with the DM and CM to develop criteria weights that optimize project outcomes.
- Presentations, Clarifications, Communications The PM will ensure that the most recent template language remains in these sections during development;
- Technical and Cost Proposal Analysis The PM will select the appropriate language from the available options in the template.
- Weighted Criteria Determination The PM will ensure that the most recent language remains in these sections during development and the criteria weights and formula are listed appropriately. Properly establishing weighted criteria is critical to aligning project goals, managing risks, and ensuring successful delivery. The percentages assigned to each criterion routinely change

based on project goals, risk profiles, and strategic priorities. These percentages must be carefully considered to reflect project-specific needs and priorities. The PM will collaborate closely with the DM and PADE to develop criteria weights that optimize project outcomes.

- Discussions The PM will ensure that the most recent template language remains in the RFP during development.
- Best and Final Offer (BAFO) The PM will ensure that the most recent language remains in the RFP during development.
- Protest The PM will ensure that the most recent template language remains in this section during development.
- Selection of Contractor The PM should revise this section based on the award criteria options selected above.
- Milestone Schedule The PM should incorporate the RFP milestone schedule that was developed in accordance with [Section 3.2.2](#) of this Manual after verifying that no revisions to the schedule are required.
- Cost Proposal Bid Form The PM should select the appropriate Bid Form and revise accordingly.
- Non-Collusion Certification The PM will ensure that the most recent version of this form is included.
- Equal Employment Opportunity Certification The PM will ensure that the most recent version of this form is included.
- Stipend Acknowledgement Form The PM will ensure that the most recent version of this form is included.
- Stipend Agreement The PM will ensure that the most recent version of this agreement is included with appropriate stipend amount identified.

2. Agreement

The PM should exercise extreme caution with edits to any agreement language. For those sections that warrant editing, the PM, in coordination with the Legal Office and PADE, should update the Agreement based on the project scope. Several sections within the Agreement that typically require modification on a project-specific basis include the following:

- Recitals The PM should update the template to identify the project and indicate FHWA participation.
- Contract Time The Project Schedule section should be adjusted based on the need for multiple Notices to Proceed and any need to modify the description of substantial work and final completion. The PM will request the amount of Liquidated Damages from the CM.

- Insurance and Bonding The PM will coordinate with the CM and Legal Office to determine appropriate dollar amounts of coverages along with the necessity for Builder's Risk Insurance.
- Utilities and Railroad Coordination If there are existing utility and railroad agreements, the PM will utilize separate Exhibits to convey these instructions and assign risk. Some general information in the initial paragraph may be needed to convey intent.
- Right-of-Way Acquisition The PM will collaborate closely with the DM, CM, and Right-of-Way office to determine the appropriate acquisition strategy for the project. If SCDOT has or intends to purchase ROW for the project, the PM will add an initial paragraph to provide instructions.
- Permits If SCDOT has or intends to acquire any project permit(s), the PM will add an initial paragraph to provide instructions.
- Environmental Compliance The PM should adjust the Article based on the need for a Community and Public Relation Plan.
- Hazardous Materials Based on the assessments that were performed during the design-build preparation services, this Article should be adjusted accordingly.
- Disadvantage Business Enterprises The PM should ensure that the goal determined in [Section 4.4](#) of this Manual is incorporated in this Article.
- On-The-Job Training Requirements The PM should ensure that the goal determined in [Section 4.4](#) of this Manual is incorporated in this Article.

3. Exhibit 1 - Cost Proposal Bid Form

This is an exhibit that serves as a placeholder for the incorporation of the Design-Build Team's Cost Proposal Bid Form.

4. Exhibit 2 - Schedule of Values

This is an exhibit that serves as a placeholder for the incorporation of the Design-Build Team's schedule of values (SOV).

5. Exhibit 3 - Scope of Work

The scope of work must be a clear, accurate, and detailed description of the work necessary for the design and construction of the project. The PM, DM and CM should collaborate very early in the development of the scope of work. However, the PM is responsible for the final drafting of the scope language. This exhibit should typically be one to two pages in length and provide a thorough description of the "what" and the "where" of items to be permanently constructed as a part of the proposed project.

6. Exhibit 4 - Design References

These design references, along with the Project Design Criteria and Special Provisions, provide the requirements for “how” the proposed project must be designed and constructed. The DM will ensure that the list of design references provided in the template are current. This will ensure that each RFP includes the latest approved design and construction standards. Each Discipline Lead should review the design reference list on a project-specific basis.

7. Exhibit 4a through 4z - Project Design Criteria

These discipline-specific exhibits will be drafted for each project by the appropriate discipline lead with oversight from the DM. The exhibit format should be consistent between each discipline, with each containing General Information and Criteria sections.

The criteria provided for each design discipline should not be a reiteration of language provided in the design references. However, the criteria section can be used to reinforce a design reference by reiterating in the form of “shall” rather than “should”. The intent of the criteria in this section is to provide the Proposers with design requirements that are specific to the proposed project.

Deliverables for each discipline are contained in one exhibit. The required deliverables should be as consistent as possible such that the language in this section is generally standard.

8. Exhibit 5 - Special Provisions and Contract Requirements

OAD maintains a standard set of Special Provisions that have been compiled to specifically accommodate the design-build delivery method. The DM is responsible for ensuring that this part of the RFP is updated by the applicable discipline leads. This is facilitated by the PM, who routes the standard Special Provisions to the Discipline Leads and the CM during the development of the RFP. The PM is responsible for tracking whether a specific Special Provision will be revised or deleted, or if new Special Provisions will be added. This is typically done about one month prior to submitting the draft RFP to Engineering Support and the Evaluation Committee for review.

In addition, the PM should route the [Minimum SOV Items table](#) sample document to the CM and discipline leads to confirm minimum items that will be required.

9. Exhibit 6 - Environmental

Specific project requirements for environmental are incorporated into the RFP as a separate Exhibit.

10. Exhibit 7 and 8 - Railroad and Utilities

If railroad and utility coordination is required for a project, the associated project requirements are typically incorporated into the RFP as separate exhibits. These exhibits may include or refer to the preliminary engineering and/or construction agreements. The PM, with assistance from the DM and CM, is responsible for ensuring the necessity of these exhibits along with collaborating with the Director of ROW's Office on the development of any required railroad and/or utility documents.

11. Attachment B

Attachment B, i.e. Supplemental Project Design Criteria, is included as part of the contract documents, not simply for information only. The PM should give serious consideration to incorporating those documents that have been signed and sealed by a registered professional engineer in the State of South Carolina. The PM should also use caution when incorporating documents where conditions have the potential to change between the completion of the design preparation services and incorporation into this RFP. Attachments B will require continued population on a project-specific basis. Items that should be considered include, but are not limited to, the following:

- Surveys
- Any final plans developed by SCDOT that are expected to be incorporated into the project by the Proposers (ROW, bridge, utility relocation, etc.)
- Interchange Access Requests (IAR)
 - Interchange Justification Report (IJR)
 - Interchange Modification Report (IMR)
- Design exceptions
- Project commitments (ROW, access, etc.)
- Environmental
 - Jurisdictional determinations/supporting information
 - NEPA document/supporting information
 - Approved permits/supporting information
- Structural
 - Supplemental structural design criteria not included in the Bridge Design Manual (i.e. box culvert and noise wall design criteria)
 - Interim revisions to Seismic Design Specifications
 - Interim/imminent Bridge Drawings and Details
 - Interim/imminent structural design bulletins
 - Roadway-structure plan preparation requirements

- Complex bridge independent peer review requirements
- Rigid barrier details (supplemental to standard drawings)
- Roadway
 - Roadway typical sections
 - Traffic projections
 - ROW commitments/requirements
 - Project specific supplemental roadway design standards
- Geotechnical
 - Geotechnical Baseline and Subsurface Data reports
 - Geotechnical data and analysis files
 - Contractor certification forms
 - Drilled shaft forms
 - Pile and driving equipment data form
- Hydraulics
 - Stormwater management report
 - Video pipe inspections and reports
 - Hydraulic design files
- Pavement
 - Paving limits details/drawings
 - Traffic data
- Asbestos and lead-based paint reports
- Interim standard drawings
- Special details (project specific)
- Railroad and other agreements
- Concept interstate signing plans
- Subsurface Utility Engineering (SUE)
 - Survey files

12. Project Information Package

The Project Information Package (PIP) is for information only. SCDOT does not assume responsibility for the accuracy or reliability of this information. The PIP will require continued population on a project-specific basis. Items that may be included, but not limited to, are as follows:

- Environmental
 - Copies of applications
 - Field delineations (PDF & DGN)
 - Preliminary noise wall plans
 - Public information meeting materials
- Roadway
 - Conceptual plans (PDF & DGN files)
- Structures
 - Existing plans
 - Bridge inspection reports (provided directly to Proposers)

- Structure inventory and appraisal reports
 - Conceptual plans (PDF & DGN files)
- Traffic
 - Conceptual intelligent traffic system (ITS) plans
- Geotechnical
 - Baseline Report
- Hydraulics
 - SCDHEC Permitting Time Chart
 - Hydraulic models
- Construction
 - Complete list of Schedule of Values Items (SOV)
- Utilities
 - Preliminary utilities report (provided directly to short-listed Proposers)
 - Design files (provided directly to short-listed Proposers)

6.1.2 Review of Request for Proposals for Industry Review

Once RFP preparation is complete, the PM, in coordination with the DM, should coordinate a quality control review of the RFP documents. The PM will provide each member of the Evaluation Committee a copy of the draft RFP for Industry Review and typically allow two weeks for a quality assurance review. During this same review period, the DM will coordinate the review with the applicable Engineering Support Design Leads. The PM may schedule a non-mandatory meeting with the Evaluation Committee to discuss comments. The PM, in consultation with the DM and CM, is responsible for appropriately addressing each comment provided by the Evaluation Committee and Engineering Support prior to finalizing the RFP for Industry Review. A four week period is generally allotted for the Evaluation Committee and Engineering Support to review and the PM to finalize the RFP for Industry Review. For federal-aid projects, the PM will obtain approval from FHWA prior to issuing the RFP for Industry Review, if required by FHWA's project oversight plan. FHWA review is typically one week. For non-federal-aid projects, no further approvals are required to issue the RFP for Industry Review. The PM must be mindful of the RFP milestone schedule when executing this review process.

6.1.3 Issuance of Request for Proposals for Industry Review

Once the RFP for Industry Review is completed and approved by FHWA (if necessary), the PM will be responsible for posting the document on the [SCDOT Alternative Delivery website](#). Once the document has been posted to the website, the PM will notify the POC, who in turn, will notify the Proposers via email. In general, the RFP milestone schedule in the RFP for Industry Review will provide approximately a two-week comment period for Proposers.

In some cases, a draft RFP for Industry Review may be issued prior to advertisement of the RFQ, at the time of advertisement of the RFQ, or at any point prior to the establishment of the short-list. This early action is intended to promote an early exchange of information that that could identify and resolve concerns regarding the acquisition strategy. In general, the milestone schedule in the RFQ will provide a comment period for Proposers that will conclude prior to the establishment of the short list.

6.1.4 Comments/Questions on the Request for Proposals for Industry Review

After issuing the RFP for Industry Review, non-confidential questions will be accepted to provide a method for exchanging information between Proposers and SCDOT. Proposers shall submit the [Question Submittal Form](#) to their specific folder in ProjectWise in accordance with the milestone schedule. Upon notification of the upload, the PM will relocate the forms to an SCDOT project-specific folder in ProjectWise. In cases where a Draft RFP for Industry Review is issued prior to the establishment of the short-list, this same process will be followed with all potential Proposers.

The PM will consolidate all questions into the [Non-Confidential Questions Spreadsheet](#) and, with assistance from the DM, assign a **champion** to each question. The PM will distribute the spreadsheet to the champions, who will be responsible for populating the spreadsheet with a proposed response. Their response will include whether or not a revision to the RFP is necessary, followed by a brief explanation of the responses to the questions. Typically, a one week review period will be allowed for answering questions. Once proposed responses are completed, the PM will convene a meeting with the champions, the DM, the CM, and the Evaluation Committee to review the responses. Participation by all Evaluation Committee members in this meeting is not mandatory. The PM is responsible for making a final determination on the responses. After the responses are finalized, the PM will post the responses to the questions to the project website and may organize an open-forum meeting with the Proposers in accordance with the RFP milestone schedule.

6.1.5 Open-Forum Meeting

The purpose of the **open-forum meeting** is to provide responses to all questions received from Proposers and provide an opportunity for additional clarifications and/or questions. The PM and DM will determine if an Open-Forum Meeting is necessary based on the content and complexity of the questions. The PM will be responsible for coordinating the attendance of SCDOT personnel.

The PM, in coordination with the PO, will conduct this meeting as set forth in the RFP Instructions. Using the questions and responses that the PM placed on the website, the PM will ask if any Proposer wants to further discuss responses or ask additional questions. If necessary, at the discretion of the PM and PO, SCDOT may verbally respond to any additional questions. Proposers should submit additional questions via the [Question Submittal Form](#) so that they can be added to the non-confidential questions spreadsheet. The PM may choose to record any additional questions and answers and add them to the website in the case a Proposer fails to submit them.

6.1.6 Preparation of Final Request for Proposals

Upon completion of the open-forum meeting, the PM, in coordination with the DM, should ensure that all necessary revisions to the RFP are made. In addition to revisions made as a response to Proposer questions, revisions may be made based on new or updated information received by SCDOT. Items that are revised, inserted, or deleted should be readily identified either through an errata sheet or may be highlighted in a copy of the Final RFP. A clean version of the Final RFP, where all revisions, insertions, and deletions are not highlighted, must also be created. This version will be utilized if any future addendums are required. The PM should allow the Evaluation Committee a brief period of time for review of the Final RFP prior to issuance.

6.1.7 Authorization

1. Federal-Aid Projects - PoDI

The Final RFP for federal-aid projects shall not be issued until construction authorization is obtained from FHWA. For FHWA PoDI (Projects of Division Interest) projects that retain RFP approval, at least one week prior to the Authorization Committee Meeting, the PM will transmit the RFP Authorization Memorandum to FHWA with a copy to the Obligations Management Office and Chief of Financial Planning. Before proceeding, the PM should coordinate with the Project Fund Management office to ensure that the project is scheduled for the Authorization Committee Meeting. In some cases, the PM may need to route a copy of the Final Total Construction Cost Estimate directly to the Office of Financial Planning prior to the transmittal of the RFP Authorization memorandum to ensure the project is added to the agenda. Two Authorization Committee Meetings are typically held each month. The RFP Authorization Memorandum should include:

- A formal request for FHWA's approval of the Final RFP and authorization to proceed with the issuance of the Final RFP;
- An electronic copy of the Final RFP;

- The Final Total Construction Cost Estimate developed in [Section 3.2.1](#) of this Manual;
- Signed Railroad, utility, and right-of-way certification regarding status of any necessary coordination or relocations.

Immediately following the project's approval by the Authorization Committee, the Obligations Management Office will enter the request into the Fiscal Management Information System (FMIS). This action will occur within one day of the Authorization Committee meeting. The Obligations Management Office will notify the PM when this has occurred. Once FHWA has approved the funding in FMIS, the PM can release the Final RFP.

2. Federal-Aid Projects - Non-PoDI

The Final RFP for all non-PoDI federal-aid projects shall not be issued until construction authorization is obtained from FHWA. At least one week prior to the Authorization Committee Meeting, the PM will transmit the RFP Authorization Memorandum (State Oversight) to the Obligations Management Office and Chief of Financial Planning with a copy FHWA. In advance of this action, the PM should coordinate with the Project Fund Management office to ensure that the project has been placed on the agenda for the Authorization Committee Meeting. In some cases, the PM may need to route a copy of the Final Total Construction Cost Estimate directly to the Office of Financial Planning prior to the transmittal of the RFP Authorization Memorandum to ensure the project is added to the agenda. Two Authorization Committee Meetings are typically held each month. The RFP Authorization Memorandum should include the following:

- Formal PADE's approval of the Final RFP and authorization to proceed with the issuance of the Final RFP;
- An electronic copy of the Final RFP;
- The Final Total Construction Cost Estimate developed in [Section 3.2.1](#) of this Manual;
- Signed railroad, utility, and right-of-way certification regarding status of any necessary coordination or relocations.

Immediately following the projects approval by the Authorization Committee, the Obligations Management Office will enter the request into the FMIS. This action will occur within one day of the Authorization Committee meeting. The Obligations Management Office will notify the PM when this has occurred. Once FHWA has approved the funding in FMIS, the PM can release the Final RFP.

3. Non-Federal-Aid Projects

The Final RFP for non-federal-aid projects shall not be issued until approval is obtained from the PADE and the project has been approved at the Authorization Committee Meeting. At least one week prior to the Authorization Committee meeting, the PM will transmit the RFP Authorization Memorandum (State Oversight) to the Obligations Management Office and Chief of Financial Planning. In advance of this action, the PM should coordinate with the Project Fund Management office to ensure that the project has been placed on the agenda for the Authorization Committee Meeting. In some cases, the PM may need to route a copy of the Final Total Construction Cost Estimate directly to the Office of Financial Planning prior to the transmittal of the RFP Authorization Memorandum to ensure the project is added to the agenda. Two Authorization Committee Meetings are typically held each month. The RFP Authorization Memorandum should include the following:

- Formal PADE's approval of the Final RFP and authorization to proceed with the issuance of the Final RFP;
- An electronic copy of the Final RFP;
- The Final Total Construction Cost Estimate developed in [Section 3.2.1](#) of this Manual;
- Signed railroad, utility, and right-of-way certification regarding status of any necessary coordination or relocations.

Immediately following the projects approval by the Authorization Committee, the Obligations Management Office will approve the obligation request and notify the PM. The PM can then release the Final RFP.

6.1.8 Issuance of Final Request for Proposals

Upon finalization of the Final RFP and after authorization by FHWA (if necessary), the PM will be responsible for posting the documents on the SCDOT Alternative Delivery website. Once the documents have been posted to the website, the PM will notify the POC, who in turn, will notify the Proposers via email. In general, the Final RFP is issued within two weeks of the open-forum meeting associated with the RFP for Industry Review.

6.1.9 Non-Confidential Question Procedures and Open-Forum Meetings

After issuing the Final RFP, non-confidential questions will be accepted to provide a method for exchanging information between Proposers and SCDOT. Typically, questions will be accepted on two separate dates between issuance of the Final RFP and completion of the formal ATC

process. However, if deemed necessary by the PM, any number of acceptance dates may be scheduled. Proposers shall upload the [Question Submittal Form](#) to their specific folder in ProjectWise. Upon notification of the upload, the PM will relocate the forms to an SCDOT project-specific folder in ProjectWise and consolidate all the questions from the Proposers into the [Non-Confidential Questions Spreadsheet](#).

The PM, in coordination with the DM, will assign a champion to each question. The PM will distribute the spreadsheet to the champions, who will be responsible for populating a proposed response. Their responses will include whether or not a revision to the RFP is necessary. Typically, a one week review period is allowed for answering the questions. Once proposed responses are completed, the PM will convene a meeting with the champions, the DM, and the Evaluation Committee to review the responses. Participation by all Evaluation Committee members in this meeting is non-mandatory. The PM is responsible for making a final determination on the responses.

After the responses are finalized, the PM will post the Non-Confidential Question Spreadsheet on the alternative delivery website for the project. The PM may then schedule an in-person or virtual meeting, and the POC will notify all Proposers. The PM will be responsible for coordinating the attendance of SCDOT personnel. Using the questions and responses that the PM placed on the website, the PM will ask if any Proposer wants to further discuss responses or ask additional questions. If necessary, at the discretion of the PM and PO, SCDOT may verbally respond to any additional questions. Proposers should submit additional questions via the Question Submittal Form so that they can be added to the non-confidential questions spreadsheet. The PM may choose to record any additional questions and answers and add them to the website in the case a Proposer fails to submit them.

6.1.10 Alternative Technical Concepts and One-on-One Confidential Meetings

The PM and PO are responsible for maintaining confidentiality and ensuring that the information exchanged during the ATC review and approval process remains confidential. Typically, preliminary and formal ATCs will each be accepted on two separate dates between issuance of the Final RFP and completion of the formal ATC process. However, if deemed necessary by the PM, any number of acceptance dates may be scheduled.

Proposers shall upload the ATC Summary Form and the ATC Submittal Forms ([Preliminary](#), [Formal](#)) to their specific folder in ProjectWise. Upon notification of the upload, the PM will relocate the ATC Forms to an SCDOT project-specific, confidential folder in ProjectWise and consolidate all the

ATCs from the ATC Summary Forms for each Proposer into the appropriate [ATC Spreadsheet](#).

The PM, in coordination with the DM, will assign a champion to each ATC in the spreadsheet. The PM will distribute the spreadsheet to the champions, who will be responsible for populating a proposed response and a justification. Typically, a review period of less than one week is needed for determining ATC responses so that the RFP milestone schedule is maintained. Once proposed responses are completed, the PM may convene a meeting with the champions, the DM, and the Evaluation Committee to review the responses. Participation by all Evaluation Committee members in this meeting is non-mandatory. The PM is responsible for making a final determination, drafting the formal response, and forwarding to the PO for issuance to the Proposers.

SCDOT will typically offer **one-on-one confidential meetings** with each short-listed Proposer during the preliminary ATC process and may schedule additional one-on-one confidential meetings during the formal ATC process. The PM, in coordination with the PO, will conduct these meetings as set forth in the RFP Instructions on the dates identified in the RFP milestone schedule. The PM will be responsible for coordinating the attendance of SCDOT personnel. These meetings may be held in person or virtually.

6.1.11 Confidential Question Procedures and One-on-One Confidential Meetings

Confidential questions will be accepted to provide a method for exchanging confidential information between Proposers and SCDOT. Typically, questions will be accepted on two separate dates between issuance of the Final RFP and completion of the formal ATC process. However, if deemed necessary by the PM, any number of acceptance dates may be scheduled. Short-listed Proposers shall upload the Question Submittal Form to their specific folder in ProjectWise. Upon notification of the upload, the PM will relocate the forms to an SCDOT project-specific, confidential folder in ProjectWise and the PM will consolidate all the questions from the Proposers into the [Confidential Questions Spreadsheet](#).

The PM, in coordination with the DM, will assign a champion to each question and will distribute the spreadsheet to the champions, who will be responsible for populating a proposed response. Typically, a one-week review period is allowed for answering the questions. Once proposed responses are completed, the PM will convene a meeting with the champions, the DM, and the Evaluation Committee to review the responses. Participation by all Evaluation Committee members in this meeting is non-mandatory. The PM is responsible for making a final determination on the responses.

Responses may be discussed at the one-on-one confidential meetings held during the preliminary ATC process. Additional one-on-one confidential meetings may be held to discuss any unresolved confidential questions. The PM, in coordination with the PO, will conduct these meetings as set forth in the RFP Instructions. The PM will verbally provide a brief explanation of the responses to the questions. After the PM provides all responses, the PM will ask if the Proposer wants to further discuss responses or ask additional confidential questions. If necessary, at the discretion of the PM and PO, SCDOT may verbally respond to any additional questions. The PM will be responsible for coordinating the attendance of SCDOT personnel.

6.1.12 Final Request for Proposals Addendums

If an addendum is warranted to modify or update the final RFP or Attachment B, the PM should publish the updates with a [Notice to Proposers](#). Revisions or modifications to the PIP do not require the issuance of an addendum. The PM should consider notifying the PO of significant changes to the PIP so notification can be sent to the Proposers. The PM should be cognizant of the technical proposal submittal date, such that the addendum is not issued within ten business days of the due date. If this is unavoidable, the PM should consider extending the due date. The PM should allow sufficient time for the Evaluation Committee to review addendums and obtain FHWA approval, if required in FHWA's project oversight plan.

6.2 One-Phase Request for Proposals

At least three months prior to advertising the RFP, the PM should obtain the [One-Phase RFP Template](#). The PM should only update the sections of the template that warrant editing due to specific project requirements. Other sections should not be modified by the PM on a project-by-project basis without the approval of the PADE. In general, the sections to be addressed during preparation will be a combination of those outlined in [Section 5.1.1 and 6.1.1](#) of this Manual. Typically, the RFP is not issued for industry review for a one-phase selection; only a final RFP is advertised. Non-confidential questions and open-forum meetings should be considered, while ATCs and stipends are not typically utilized in one-phase RFPs.

SCDOT's review of the draft RFP should be completed as outlined in [Section 6.1.2](#) of this Manual. Approval of the Final RFP and authorization to proceed with advertisement of the Final RFP should be completed as outlined in [Section 6.1.7](#) of this Manual. After authorization, the Final RFP should be advertised in accordance with [Sections 5.2.1 and 5.2.2](#) of this Manual. If non-confidential questions and open-forum meetings are utilized, the PM should adhere to the general approach provided in [Section 6.1.9](#) of this Manual. If any addendums are

required after advertisement of the Final RFP, the guidelines in [Section 6.1.12](#) of this Manual should be followed.

6.3 Emergency Request for Proposals

The use of an emergency procurement will only be utilized when there is an immediate and serious need to accomplish scope that otherwise cannot be completed using normal procurement procedures. This process follows [Engineering Directive Memorandum 35](#) and [S.C. Code of Laws, §57-5-1620](#).

Once the Secretary of Transportation approves emergency procurement procedures, the Chief of Financial Planning should identify funding. When SCDOT Senior Staff designates a project for design-build, the CADE should collaborate with the PADE and DAD to select a qualified contractor or contractors to participate in the Procurement. Once selected, the DAD will submit an [Emergency Contractor Selection Memorandum](#) to the Deputy Secretary for Engineering and Secretary of Transportation naming the Proposers for approval. Once assigned, the PM should obtain and tailor the [One-Phase Emergency RFP Template](#) which streamlines the process by eliminating the need for RFQ development and advertisement. The PM will also prepare and distribute an [Evaluation Committee Memorandum](#), as outlined in [Section 4.1](#) of this manual, ensuring its inclusion in the procurement file. Additionally, the PO will obtain a copy of the emergency decision document for the procurement file. Given the urgency of emergency projects, all aspects must be developed and procured on an accelerated schedule, reflected in the RFP milestone schedule prepared by the PM.

Prior to the issuance of the RFP for Industry Review, the PM should follow the project development process outlined in [Section 3.1](#) of this Manual. To accomplish the items listed below, the Alternative Delivery On-Call contract may be used to expedite this process in accordance with the approved emergency procurement procedures. This includes, but is not limited to, the following:

- Development of project cost and schedule;
- Limited survey;
- NEPA decision;
- Limited roadway and traffic engineering;
- Limited geotechnical exploration;
- Limited preliminary engineering;
- Limited hydraulic engineering;
- Utilities, railroad, and ROW coordination, where applicable;
- Public Engagement office coordination;
- Conflict of interest considerations.

While developing the project, as outlined above, the PM will concurrently prepare the RFP for Industry Review. If federal funding is being utilized, the PM should coordinate closely with FHWA regarding the necessary approval milestones. The

PM, in coordination with the CM, should consider an on-site scoping meeting with the Proposers while the RFP for Industry Review is being developed. The RFP should be prepared and issued as outlined in [Sections 6.1](#) of this Manual. Typically, ATCs are not utilized on emergency projects due to time constraints. Utilization of stipends will be considered on a case-by-case basis and will require approval of the PADE. If any addendums are required after issuance of the Final RFP, the guidelines in [Section 6.1.12](#) of this Manual should be followed.

6.4 Evaluation of Technical and Cost Proposals

6.4.1 Receipt of Proposals

Technical and cost proposals are required to be submitted by the date and time established in the RFP. The technical and cost proposals may be submitted independent of each other if specified in the RFP. ProjectWise will document the time and date of receipt of each electronic technical proposal. The PO will verify that the electronic technical proposals were uploaded to ProjectWise by the time and date specified in the RFP. The PO will receive cost proposals through the confidential email address DBCOSTProposals@scdot.org and will verify the cost proposal is submitted by the time specified in the RFP. If printed copies of the technical proposal and/or cost proposal are required by the RFP, the PO will time and date stamp each Proposer's submittal upon delivery.

Upon notification of the receipt of technical proposals from ProjectWise, the PO will relocate the technical proposals to an SCDOT project-specific, confidential folder in ProjectWise. This folder will not be available to the Evaluation Committee until after the PO distributes the proposals.

The PO will review all proposals and confirm preliminary responsiveness. If issues arise with responsiveness, the PO should consult with the PM, Legal, PADE, and FHWA (if applicable). Upon determining a team to be non-responsive, the PADE and the PO should brief the DAD. The PO, in coordination with the PM, is responsible for notifying the team with a [Non-Responsive Letter](#). The PO should ensure only the preliminary responsive proposals are accessible for review by the Evaluation Committee.

6.4.2 Distribution of Proposals

The PM will schedule the **technical proposal evaluation meeting** and the PO will advise the public at least 24 hours prior to the meeting by posting a [Public Notice](#) on the [SCDOT Alternative Delivery website](#).

The technical proposal evaluation meeting will begin with the distribution of technical proposals and will initiate in open session. During the distribution, it is mandatory that all voting committee members be present either in-person or via teleconference and the PO will:

- Identify the project and who submitted technical proposals;
- Make a motion for the Evaluation Committee to enter into an executive session when discussing the procurement;
- Verify Conflict of Interest and Confidentiality Forms have been signed by all Evaluation Committee Members (voting and non-voting) and that there are no conflicts;
- Instruct the evaluators on how to submit their comments and scores if individual scoring is being utilized;
- Instruct the evaluators on whether a pass/fail scoring will be used, or in the case of adjusted low bid or weighted criteria, consensus or individual scoring will be used;
- Distribute preliminary responsive technical proposals;
- Make a motion to return to the open session and adjourn the technical proposal evaluation meeting; and
- Prepare minutes for the open sessions of this meeting.

6.4.3 Clarifications; Minor Informalities and Irregularities

The PO is responsible for obtaining any clarifications from the Proposers to assure full understanding of the technical proposals. Clarification of a technical proposal will be documented in writing by the PO.

A minor informality or irregularity is one which is merely a matter of form or is some immaterial variation from the exact requirements of the RFP having no effect or merely a trivial or negligible effect on total cost, quality, quantity, or performance of the contract, and the correction or waiver of which would not be prejudicial to Proposers. The PO will either give the Proposers an opportunity to resolve any deficiency resulting from a minor informality or irregularity in their technical proposal or waive any such deficiency when it is in the best interest of SCDOT. Such communication or determination will be in writing.

6.4.4 Oral Presentations

The PM should consider whether to request oral presentations, which would allow SCDOT to ask questions before scoring the technical proposals. If oral presentations are determined necessary, they will be held with each responsive Proposer individually. Presentations may be performed in person, by teleconference, or by video conference. The Evaluation Committee may prepare questions ahead of the presentation and submit to the Proposers prior to the presentations. The presentation details, such as the date, times, location, and format will be included in the RFP Instructions. In general, Proposers will be allotted one hour for their presentation, but length of time can vary depending on the project size and complexity. A suggested format for the presentation is as follows:

- Introduction of Key Individuals
- Highlight of Key Elements
- Clarification and Communication Q&A, Open Dialogue
- Wrap-up

6.4.5 Evaluation and Scoring

After disbursement of the technical proposals, each voting member of the Evaluation Committee will read all technical proposals in their entirety and conduct his or her own independent assessment of each short-listed Proposer's conformance with the evaluation criteria. The Evaluation Committee may request that the PO obtain additional clarification from the Proposers via written request, as outlined in [Section 6.4.3](#) of this Manual.

After having an opportunity to review the technical proposals, the PO, in coordination with the PM, will convene a second technical proposal evaluation meeting to discuss the evaluation and score the technical proposals. The PO will schedule this second meeting and will advise the public at least 24 hours prior to the meeting by posting a Public Notice on the [SCDOT Alternative Delivery website](#).

The second technical proposal evaluation meeting will initiate in an open session. It is mandatory that all voting committee members be present either in-person or via teleconference. The PO will begin this meeting by:

- Stating the purpose of the meeting;
- Making a motion for the Evaluation Committee to enter into an executive session to begin discussing evaluations and scoring the technical proposals.

Based on the scoring method identified in the RFP Instructions and discussed during the distribution of the technical proposals, one of the following will be used to evaluate and score the technical proposals.

- **Consensus Scoring**

With this scoring technique, the voting members of the Evaluation Committee will develop a consensus score of the technical proposals. The consensus scoring will be populated in the Evaluation and Consensus Scoring Spreadsheet. The spreadsheet will contain consensus comments and consensus scores from the Evaluation Committee for each technical proposal. The technical scoring will adequately reflect the written evaluation comments. Strengths, weaknesses, and responsiveness should be discussed. If issues are identified during the evaluation, additional resources should be consulted prior to the population of the applicable scoring spreadsheet. Should the Evaluation Committee determine that a team is non-

responsive during the evaluation, no numerical score will be provided for that team. If a technical proposal does not meet the minimum technical score, if applicable, the team is deemed non-responsive and a numerical score will be provided in the letter outlined in [Section 6.4.1](#) of this Manual.

After population of the applicable scoring spreadsheet, the PO will make a motion for the technical proposal evaluation meeting to return to open session. During the open session, the Evaluation Committee will take action, which will include formalizing the technical scores and responsiveness. The PO, in coordination with the PM, will obtain signatures from the Evaluation Committee on the Evaluation and Consensus Scoring Spreadsheet to be retained in the procurement file. The PO will then make a motion to adjourn the technical proposal evaluation meeting and document the meeting minutes for the open session. Prior to the bid opening meeting, the PM should schedule a briefing with the PADE, CADE, PO, Legal, and any other applicable SCDOT and FHWA staff to summarize the results of the evaluation.

The PO, in coordination with the PM, is responsible for notifying any team found to be non-responsive per [Section 6.4.1](#) of this Manual. This notification will be provided to any non-responsive Proposer prior to the bid opening meeting.

- **Individual Scoring**

With this scoring technique, the voting members of the Evaluation Committee will soft score each technical proposal prior to the meeting. While no soft scores are to be disclosed, each voting member will finalize their scores based on discussions during the meeting. The individual, final scores will be populated in the [Evaluation and Individual Scoring Spreadsheet](#). The technical scoring will adequately reflect the written evaluation comments. Strengths, weaknesses, and responsiveness should be discussed. If issues are identified during the evaluation, additional resources should be consulted prior to the population of the applicable scoring spreadsheet. Should the Evaluation Committee determine that a team is non-responsive during the evaluation; no numerical score will be provided for that team. If a technical proposal does not meet the minimum technical score, if applicable, the team is deemed non-responsive and a numerical score will be provided in the letter outlined in [Section 6.4.1](#) of this Manual.

After population of the applicable scoring spreadsheet, the PO will make a motion for the technical proposal evaluation meeting to return to open session. During the open session, the Evaluation Committee will take action, which will include formalizing the technical scores and responsiveness. The PO, in coordination with the PM, will obtain

signatures from the Evaluation Committee on the Evaluation and Individual Scoring Spreadsheet to be retained in the procurement file. The PO will then make a motion to adjourn the technical proposal evaluation meeting and document the meeting minutes for the open session. Prior to the bid opening meeting, the PM should schedule a briefing with the PADE, CADE, PO, Legal, and any other applicable SCDOT and FHWA staff to summarize the results of the evaluation.

The PO, in coordination with the PM, is responsible for notifying any team found to be non-responsive per [Section 6.4.1](#) of this Manual. This notification will be provided to any non-responsive Proposer prior to the bid opening meeting.

- **Pass/Fail Scoring**

With this scoring technique, the voting members of the Evaluation Committee will discuss responsiveness associated with the criteria without assigning points. If issues are identified during the evaluation, additional resources should be consulted prior to returning to open session. After determining responsiveness, the PO will make a motion for the technical proposal evaluation meeting to return to open session. During the open session, the Evaluation Committee will take action and formalize the determination. The PM will prepare the [Evaluation and Pass/Fail Scoring Spreadsheet](#) that will be signed by the Evaluation Committee and provided to the PO for insertion into the procurement file. The PO will then make a motion to adjourn the technical proposal evaluation meeting. Prior to the bid opening meeting, the PM should schedule a briefing with the PADE, CADE, PO, Legal, and any other applicable SCDOT and FHWA staff to summarize the results of the evaluation.

The PO, in coordination with the PM, is responsible for notifying any team found to be non-responsive per [Section 6.4.1](#) of this Manual. This notification will be provided to any non-responsive Proposer prior to the bid opening meeting.

6.4.6 Technical and Cost Proposal Analysis

Following the Technical Proposal Evaluation and prior the receipt of Cost Proposals, the PM will populate the [Bid Analysis Spreadsheet](#) with the final engineer's estimate, and if applicable, the construction time, Quality Credit Scores, and the Technical Scores.

The PO is responsible for receiving Cost Proposals from the responsive Proposers. Cost Proposal delivery instructions are contained in the RFP Instructions and will typically be received electronically through a confidential email to the PO (see [Section 6.4.1](#) of this manual). If consensus

or individual scoring is performed, upon delivery of the Proposer's Cost Proposal, the PO will provide each responsive Proposer with their Technical and Quality Credit Score confidentially. The PO will open each cost proposal in no particular order and the PM will enter the required bid information into the Bid Analysis Spreadsheet. The PM will analyze the bids using the guidelines outlined in the [FHWA Guidelines on Preparing Engineer's Estimate, Bid Reviews, and Evaluation](#). This analysis is summarized within the Bid Analysis Spreadsheet and furthermore, in the Bid Summary Report. The Bid Analysis Spreadsheet will identify the responsive Proposer with the low bid, the lowest adjusted bid, or highest weighted score; or the Proposer that provides the maximum scope at the fixed price. If this analysis determines that the bids are within an acceptable range and there are no apparent concerns the PM will recommend a Proposer for award and obtain required signatures. Once all signatures are obtained, a copy of the Bid Opening Spreadsheet will be provided to the PO.

If the results are not within an acceptable range or there are apparent concerns with the technical proposals or cost proposals, bids can be further analyzed in coordination with the DAD, PADE, CADE, the PO, FHWA (if applicable), and other appropriate staff. If further analysis results in a decision to proceed with an award, a description of the difference and basis of award must be documented in the bid analysis and the procurement file.

If further analysis determines that discussions are necessary, the PM should begin the process outlined in [Section 6.4.8](#) of this Manual. If further analysis determines cancellation is appropriate, the PM should follow the procedures described in [Section 6.4.10](#) of this Manual.

The timeframe for this further analysis may necessitate a revision to the RFP milestone schedule through an addendum. In the case of Discussions (See [Section 6.4.8](#)), a revised RFP milestone schedule would be necessary.

6.4.7 Public Announcement

Once the decision to move forward with award is made, a Public Announcement will be held. The Public Announcement will typically be 3 business days following the Bid Analysis. The PM should follow the [Public Announcement Script Sample](#). The total weighted criteria score and the Cost Proposal information along with the Technical Score and Quality Credit Score for each Proposer will be read aloud during the Public Announcement.

At the conclusion of the Public Announcement, the PM should then proceed with providing the CM with the award information as outlined in Chapter 7 of this Manual.

The PM will post the Bid Summary Report on the [SCDOT Alternative Delivery website](#) for the project.

6.4.8 Discussions

If discussions are determined to be necessary after the bids are opened, the PM will convene a **Discussion Committee** consisting of the Evaluation Committee, PADE, CADE, DM, CM, and any other applicable technical resource personnel. Participation by all Evaluation Committee members in this meeting is non-mandatory. The purpose of this meeting is to determine possible uncertainties, suspected mistakes, deficiencies in the cost and/or technical proposal, and issues with the RFP. The talking points determined from this meeting may be Proposer specific, or generic to all Proposers. The PM will prepare a [Discussion Invitation Letter](#) for each responsive Proposer, which includes the one-on-one meeting date and time along with the talking points. The PM should consider the proposal acceptance period identified in the RFP when establishing these dates and times. The PO will forward this written invitation to all responsive Proposers.

The PM, along with the PO, will conduct the one-on-one discussion meetings with all, responsive Proposers. The PM will be responsible for coordinating the attendance of SCDOT personnel. After the one-on-one discussion meetings with the Proposers are complete, the PM will reconvene the Discussion Committee and decide a course of action as outlined in the RFP Instructions.

6.4.9 Best and Final Offers

If the course of action is to request a Best and Final Offer (**BAFO**), then the Discussion Committee should assist the PM with the development of the [Request for BAFO](#), which includes a revised RFP milestone schedule. If technical proposal revisions are warranted, the PO will notify the Evaluation Committee so that a second evaluation of the technical proposals may be completed as outlined in [Sections 6.4.1 through 6.4.6](#). The PO will issue the Request for BAFO to the responsive Proposers.

6.4.10 Cancellation

If the decision is not to award or if the recommendation to award is not approved, the project will be cancelled. The PM, in consultation with the PO, is responsible for providing a [Procurement Cancellation Memorandum](#) on behalf of the DAD to the Deputy Secretary for Engineering and the Deputy Secretary for Finance and Administration for approval and FHWA concurrence (if applicable). The PO will notify the Proposers using the [Cancellation Letter](#) template. A copy of the cancellation memo and

cancellation letters should be provided to the PO for the procurement file. The cancellation memo along with results of the procurement will be posted by the PM on the [SCDOT Alternative Delivery website](#). Additionally, the PM will complete the stipend process per [Section 7.3.3](#) of this Manual.

If the decision is made to re-advertise the project using the design-build delivery method, the entire procurement process will start over.

CHAPTER 7. CONTRACT AWARD & EXECUTION

7.1 Limited Negotiations

Prior to Contract Award, OAD may conduct limited negotiations to clarify any issues regarding scope, schedule, financing, inclusion of ATCs, inclusion of any concepts submitted by another Proposer (provided a stipend is accepted by the unsuccessful Proposer), or any information provided by the selected Proposer.

7.2 Contract Award

The CM has up to 30 days from the Public Announcement to award the Contract. The following items are needed prior to Notice of Award:

1. Complete Secretary [Record of Approval \(ROA\) Form](#).
2. Obtain cash flow from the PM to include with the ROA package.
3. Obtain Bid Summary Report from PM to include with the ROA package.
4. Obtain Schedule of Values from the successful Proposer via email immediately following public announcement in order to approve the SOV prior to Notice of Award.
5. Conduct the following checks to confirm Successful Proposer's eligibility:
 - Verify the Successful Proposer's prequalification status through SCDOT's Construction Management Software or the [SCDOT website](#).
 - Confirm that the Successful Proposer is in "Good Standing" with the SC Secretary of State by searching the Business Entities online [database](#).
 - Check for "No Exclusions" at [SAM.gov](#). The CM must create an account and login to complete this verification

If the Successful Proposer does not meet requirements above, coordinate with the DAD, PADE, CADE, PO, and FHWA (if applicable), to determine the appropriate course of action:

- a) Allow the Successful Proposer to cure the issue and proceed with the award; or
 - b) Recommend awarding the contract to the next lowest-ranked Proposer; or
 - c) Cancel the procurement, following the procedures set forth in [Section 6.4.10](#).
6. For PoDI projects requiring FHWA concurrence, prepare the [concurrence letter](#) and include the signed letter in the ROA package.
 7. Submit the [ROA package](#) to the DAD for signature. The DAD will then route it for approval.
 8. Once the ROA is approved and background checks complete, issue the [Notification of Award letter](#) to the successful Proposer and proceed with contract execution.
 9. The PM is responsible for posting the Notification of Award letter on the Alternative Delivery website.

7.3 Contract Execution

7.3.1. Coordination with Successful Proposers

The CM and DOC Contract Administrator will coordinate the evaluation and processing of the required documents necessary for contract execution:

- Schedule of Values The CM will coordinate with RCE and PM to review and approve the Schedule of Values (SOV) submitted by the Contractor. The PM will then enter the approved SOV items into P2S.
- Insurance Requirements The CM will review the required insurance submittals to ensure compliance with Contract requirements and then submit them to the DOC Contract Administrator.
- Bonding Requirements The DOC Contract Administrator will review the bonding documents for compliance with the Contract requirements.

7.3.2. Additional CM Responsibilities

In addition to processing required documents, the CM is responsible for the following:

- Technical Proposal Commitments and Reconciliation Compile commitments from the Technical Proposal into a [Committal Summary](#) to ensure incorporation into the executed Contract appropriately. Share the Committal Summary with the Contractor and hold a post-award reconciliation meeting to discuss the commitments and any outstanding issues that the evaluation committee noted in the Technical Proposal. SCDOT and the Contractor will sign the Committal Summary and the CM will incorporate committals into the Contract.
- ATC Summary Compile the ATC summary sheet from the Technical Proposal and include it in the executed Contract in Exhibit 3a.
- Final Contract Preparation Coordinate with the PM to finalize contract documents including, but not limited to:
 - a. Signatures on all required Contractor forms;
 - b. Remove all highlights, hyperlinks, and strikethroughs;
 - c. Incorporate Committal Summary information;
 - d. Ensure all Exhibits have been included (Bid Opening sheet, ATC summary, SOV, etc);
 - e. Send final Contract as a Word Document to the DOC Contract Administrator and DOC Pre-Qualification Coordinator.

7.3.3. Unsuccessful Proposers

Coordinate with the PM on the following:

- Unsuccessful Proposers may request a debriefing within three business days of the award notification posting on the SCDOT Alternative Delivery website.
- After the Notification of Award is posted, unsuccessful responsive Proposers may submit a stipend invoice. If allowable, SCDOT will process stipend payments after execution of the Contract or if the decision is made not to award the contract.

7.3.4. Escrow Proposal Documents

The DOC Contract Administrator and DOC Pre-Qualification Coordinator will collect Escrow information and notify OAD upon receipt.

7.3.5. Distribution of Contract Documents

The DOC Contract Administration Office will prepare the final Contract for execution and send it to the Contractor for signature. Once the Contractor signs the Contract, the CM will review the signed Contract and recommend to the DAD for final Contract execution and signatures. The DAD will sign the contract along with a witness signature, typically the CM. The CM should then submit the hard copy of the fully executed Contract to the DOC Contract Administration Office, where an electronic copy of the will be filed and a hard copy sent to the Contractor. The CM will then notify the RCE, District, and the PM that the contract has been fully executed and provide access to the necessary documents. Lastly, the PM will upload the executed Contract on the [SCDOT Alternative Delivery website](#).

ATTACHMENTS

The attachments listed below are for internal use only.

The checklists outlined below should be used as guidance to ensure compliance with the Alternative Delivery Procurement Manual.

For template documents, the user should only modify the documents by populating the fillable areas.

For sample documents, the user should only update the highlighted areas if those areas warrant editing due to specific project requirements. Other language within the sample shall not be modified on a project-by-project basis without the approval of the Preconstruction or Construction Alternative Delivery Engineer.

Phase	Attachment Name
Preparation	Conflict of Interest and Confidentiality Certification Form Template
Preparation	Early Coordination Advertisement Sample
Preparation	Milestone Schedule Template Primavera Sample
Preparation	Preparation Services Scope Sample
Preparation	Procurement File Checklist
Preparation	Project Cost Estimate Guidelines and Template for Consultants
Preparation	Project Cost Estimate Guidelines and Template
Preparation	Project Cost Estimate Guidelines for CLRB Template
Preparation	Project Definition Report Template
Preparation	Project Delivery Method Selection Memorandum Template
Preparation	Project Delivery Selection Matrix Template
Preparation	Project Development Checklist
Preparation	Risk Matrix Template
Preparation	Emergency Contractor Selection Memorandum Sample
Preparation	Standard Release Letter Sample Prime
Preparation	Standard Release Letter Sample Sub-consultant
Preparation	Stipend Estimate Spreadsheet Template
RFQ	Advertisement Sample
RFQ	Evaluation Committee Memorandum Sample
RFQ	Non-responsive Letter Sample
RFQ	Notice to Proposers Template
RFQ	Pre-advertisement Activities Approval Memorandum Sample
RFQ	RFQ Template
RFQ	SOQ Evaluation and Short-list Recommendation Memorandum Sample

RFQ	SOQ Scoring Spreadsheet Template
RFQ	SOQ Submitters List Sample
RFP	ATC Spreadsheet Template
RFP	Bid Analysis Spreadsheet Template
RFP	Bid Announcement Scripts Sample
RFP	Procurement Cancellation Letter Sample
RFP	Confidential Question Spreadsheet Template
RFP	Discussion Invitation Letter Sample
RFP	Emergency RFP Agreement Sample
RFP	Evaluation and Consensus Scoring Spreadsheet Template
RFP	Evaluation and Individual Scoring Spreadsheet Template
RFP	Evaluation and Pass/Fail Scoring Spreadsheet Template
RFP	Non-Confidential Question Spreadsheet Template
RFP	One Phase RFP Template
RFP	Procurement Cancellation Memorandum Sample
RFP	Request for BAFO Sample
RFP	RFP Agreement Template
RFP	RFP Authorization Memorandum Sample
RFP	RFP Authorization State Oversight Federally Funded Memorandum Sample
RFP	Two-Phase RFP Instructions Weighted Criteria Technical Score & Quality Credit Template
RFP	Weighted Criteria Formula for RFP Instructions
Construction	Notification of Award Sample
Construction	Record of Approval Package Sample
Construction	FHWA Concurrence in Award Memorandum Sample
Construction	Proposal Commitments Sample
Construction	Notice to Proceed Sample
Construction	Blank Bond Forms
Construction	NOI-MS4 Letter Sample