

Table of Contents

Introduction	1
Client Coordination.....	1
Work Scope Adjustments.....	1
Team Organization and Staffing Plan	2
Team Management	2
Communication Tracking System	2
Project Schedule	4
Deliverables	6
Cost Control	6
Quality Assurance/Quality Control	8

List of Tables

Table 1. Team Organization.....	3
Table 2. Public Process Meeting Schedule.....	5
Table 3. Project Milestones.....	7

List of Attachments

- Attachment 1. GAP Meeting Agenda
- Attachment 2. GAP Meeting Minutes
- Attachment 3. Telephone Call Summary
- Attachment 4. Comments Tracking Table
- Attachment 5. Project Schedule
- Attachment 6. Invoice
- Attachment 7. Progress Report
- Attachment 8. Quality Assurance Checklist

Introduction

The goal of the Fehr & Peers Project Team is to complete the Downtown Multimodal Access Plan on time, within budget, with a high degree of quality and innovation, and have broad based support for the recommendations. This report documents the procedures the Project Team will follow to ensure success and the above goal is met. The report is organized into the following sections:

- Client Coordination
- Work Scope Adjustments
- Team Organization and Staffing Plan
- Team Management
- Communication Tracking System
- Project Schedule
- Deliverables
- Cost Control
- Quality Assurance/Quality Control

It should be noted this study will be conducted in an open and participatory manner. The “blueprint” for this public outreach process is contained in a separate report entitled “Public Process Plan”.

Client Coordination

Lee Keller and Mark Najarian will meet on a weekly basis to discuss issues, work scope and products, upcoming meetings, and project schedule. Meetings with the GAP Team will be held every two weeks. These meetings will be objective driven; the agenda will be sent out before each meeting to ensure the meetings are productive. Fehr & Peers will take notes at each meeting and distribute meeting minutes within three days. Attachments 1 and 2 provide a sample format for the agenda and meeting minutes.

Work Scope Adjustments

The contract includes three fee components: 1. Contracted Tasks; 2. Optional Tasks; and 3. Contingency. Work will not proceed on the Optional Tasks without written authorization from the Client Project Manager. In the event work scope adjustments are needed, the Fehr & Peers Project Team will provide the City with a written Work Scope Amendment in draft form. Once the Amendment is finalized, the Client Project Manager will provide written approval for the required changes.

The Contingency fee will be managed by the Client Project Manager.

Team Organization and Staffing Plan

Fehr & Peers is the lead firm for the project team and is responsible for project management, team coordination, project oversight, and quality control. Eight subconsultants complete the project team. Table 1 shows key personnel and their responsibilities.

Three of the firms on the project team have Disadvantaged Business Enterprise status with the City and County of Denver. The contract amounts for Nelson Nygaard, Pat Noyes & Associates and Design Collaborative, Inc. total 22% of the contract value.

Team Management

Lee Kellar will be responsible for managing all work performed by the Fehr & Peers Project Team. To ensure all Team members are “on the same page”, detailed work orders specifying the work to be completed, time schedule, cost allowance, and deliverables will be developed. Task Managers will be given discreet work tasks and will not be allowed to “work ahead”. Progress will be monitored and work will be coordinated on a bi-weekly basis via a mandatory conference call for the entire Project Team.

Communication Tracking System

Throughout the course of any large project, there is a plethora of communication via the telephone, conventional mail, e-mail, et al. All communication will be documented and kept in a central file at Fehr & Peers’ Downtown Denver office.

- Telephone conversations between Fehr & Peers Project Team members and stakeholders will be summarized on a standard form (refer to Attachment 3).
- Letters – All letters received will be acknowledged with a written response from either Lee Kellar or Mark Najarian.
- E-mail messages – All e-mail messages will be saved in “message format” in an email folder. Hard copies, including attachments, will also be placed in the central file.

A comment tracking spreadsheet will be used to ensure each comment is addressed during the course of the study. Attachment 4 shows the proposed format. Within the table, the “Comment” column contains comments summarized and identified under topics to be addressed by each technical team assigned to those topics. The “Source/Date” column references the source of each comment. The “Specialist Responsible” column will contain the name(s) of individuals in charge of assuring each comment is addressed and recorded. Each technical team member will enter the approach or method or study for addressing the comment in the “Summary of How Comment was Addressed” column.

Table 1. Team Organization

Area of Responsibility	Name and Firm
Project Management	Lee Kellar (F&P) Ron Milam (F&P) Janette Pietrowicz (F&P)
Public Process	Pat Noyes (PN) Tom Schilling (ICA) Rich Coolidge (ICA) Janette Pietrowicz (F&P)
Travel Demand Modeling	Jeremy Klop (F&P) Julie Morgan (F&P) Thomas Bauer (ITC) Brian Welch (F&P)
Transportation Operations Analysis and Simulation	Jeremy Klop (F&P) Jacqueline Dowds Bennett (F&P) Tim Taylor (F&P) Erik Guderian (F&P) John Hausman (F&P) Fred Choa (F&P) Thomas Bauer (ITC)
Transit Planning and Operations	Bonnie Nelson (N/N) Jarrett Walker (N/N) Paul Jewel (N/N) David Sharfarz (N/N) Paul Bay (N/N)
Urban Design/Streetscape	Brian McCarter (ZGF) Bob Wood (ZGF) Liz Lancaster (DC) Trent Thelen (ZGF) Sally Spencer (ZGF) Kim Isaacson (ZGF) Ron Stewart (ZGF) Carolyn Cook (ZGF) Greg Baldwin (ZGF)
Infrastructure/Financing	John Blanchard (MDG) Jamie Price (MDG) Dan Guimond (EPS)

- F&P - Fehr & Peers
- PN - Pat Noyes and Associates
- ICA - Intermountain Corporate Affairs
- ITC - Innovative Transportation Concepts
- N/N - Nelson Nygaard
- ZGF - Zimmer Gunsul Frasca Partnership
- DC - Design Collaborative
- MDG - Matrix Design Group
- EPS - Economic & Planning Systems

Project Schedule

Attachment 5 shows a detailed schedule for the project. The schedule outlines the length of time allotted for each task, draft and final deliverables along with their associated review periods, open house and topics-based workgroup meetings with the public, and plan approvals. As the schedule shows, the project will be conducted in two phases. Phase 1 extends from August to December, 2003 and includes the tasks related to project management, public process, documenting existing conditions, conducting the cordon line study, and collecting streetscape background data. Phase 2, which runs from January through August, 2004, also contains project management and public process tasks in addition to the downtown circulation study, and final plan development for the multimodal access plan and the downtown streetscape plan.

All technical work will be complete by the end of June, 2004. Plan adoption will occur in late July and August, 2004. Meetings to support the public process and plan adoption will occur throughout the duration of the project. Table 2 shows the schedule for these meetings.

Job progress will be monitored through the following procedures:

1. Establish and be aware of milestone dates for interim work products or exchange of information among disciplines.
2. Check to see that milestone dates are met. Anticipate delay effects on milestone event completion. The project will not be allowed to “float” between milestones and waste valuable time and money.
3. Take immediate action when milestone dates appear to be slipping or are not met. Identify the problem and determine whether it can be remedied without affecting the overall project time frame. Additional resources or rescheduling of later tasks may become necessary.

A two-week “look ahead” will be distributed at each GAP Team meeting. This will provide a detailed description of upcoming work by discipline area.

Table 2. Public Process Meeting Schedule

Month	Activity	Dates
October 2003	Open House	October 28
November 2003	Topics-based Workgroups	Transit: Nov. 17 Business: Nov. 18 Neighborhood: Nov. 19 Ped/Urban Design: Nov. 20
January 2004	Topics-based Workgroups	Transit: Jan. 20 Business: Jan. 21 Neighborhood: Jan. 27 Ped/Urban Design: Jan.28
February 2004	Open House Interagency Review Committee (50% Completion)	February 3
March 2004	Topics-based Workgroups	Transit: March 15 Business: March 16 Neighborhood: March 17 Ped/Urban Design: March 18
April 2004	Planning Board Briefing (70% Completion) Topics-based Workgroups	Transit: April 26 Business: April 27 Neighborhood: April 28 Ped/Urban Design: April 29
May 2004	Open House Interagency Review Committee Pre-Planning Board Meeting	May 4 May 16
June 2004	Planning Board	June 16
July 2004	Planning Board Public Hearing Planning Board Public Hearing (if needed)	July 7 July 21
Late July – Aug 2004	City Council Action	

Deliverables

Completion of the scope of work will result in 14 deliverables over the course of the project. Deliverables 1-13 will have draft and final products. The draft document will be emailed to Mark Najarian for distribution to the appropriate reviewers. For deliverables 1-10, the review period is two weeks. After the project team incorporates the review comments, Lee Kellar and Mark Najarian will meet to discuss the document. Any changes as a result of this meeting will be made and the document finalized. The project team will submit 20 hard copies of the final document. The review period is six weeks for deliverables 11-13. The consultant team and reviewers will generate several iterations of the draft documents during this time period. The project team will submit 100 copies of these final documents. The deliverables are as follows:

1. Project Management Plan
2. Public Process Plan
3. Existing Conditions Technical Memorandum
4. Cordon Line Study Technical Memorandum
5. Hot Lane Analysis Technical Memorandum
6. Transit Alternatives Technical Memorandum
7. Downtown Circulation Study Technical Memorandum
8. Background Streetscape Technical Memorandum
9. Master Streetscape Matrix
10. Streetscape Standards Technical Memorandum
11. Summary Final Report
12. Detailed Final Report
13. Downtown Streetscape Plan
14. Downtown VISSIM Model

Cost Control

The Fehr & Peers Project Manager system provides a mechanism to monitor costs. As the work is performed, the system utilizes payroll and expense data from the central accounting system to generate reports comparing budgeted versus actual expenditures on a weekly, month-to-date, and project-to-date basis. Detailed invoices and progress reports will be prepared and submitted each month. The Contractor's Certification of Payment form for the Mayor's Office of Contract Compliance will accompany each invoice. Attachments 6 and 7 provide an example of each.

The contract indicates monthly payments will be keyed to project milestones. Table 3 identifies the milestones to be achieved each month along with an approximate invoice amount for the work associated with the milestones. The table also approximates the cumulative percent complete each month.

Table 3. Project Milestones

Month	Invoice Amount	Percent of Total	Milestone
August - October	\$150,000	15%	Project Management Plan Public Process Plan Open House
November	\$50,000	20%	Existing Conditions Tech Memo Topics-based Workgroups
December 2003	\$100,000	30%	Cordon Line Study Tech Memo Hot Lane Analysis Tech Memo Background Streetscape Tech Memo
PHASE 1 TOTAL	\$300,000		
January 2004	\$200,000	51%	Base VISUM model Topics-Based Workgroups
February	\$50,000	56%	Master Streetscape Matrix Open House
March	\$100,000	66%	Transit Alternatives Tech Memo Topics-Based Workgroups
April	\$75,000	73%	Streetscape Standards Tech Memo Topics-Based Workgroups
May	\$75,000	81%	Downtown Circulation Study Tech Memo Open House
June	\$150,000	96%	Summary Final Report Detailed Final Report Downtown Streetscape Plan VISSIM Model
July - August	\$40,000	100%	Adopted Plans
PHASE 2 TOTAL	\$690,000		
PROJECT TOTAL	\$990,000		

Quality Assurance/Quality Control

Quality Control is the process followed in order to ensure a quality-finished document. Quality Assurance is the system of benchmark checks and reviews established to monitor, articulate, and evaluate the quality control process. Lee Kellar, as Project Manager, will be responsible for each independent review. Attachment 8 shows the checklist that will be used for each deliverable.



**MEETING
AGENDA**

Meeting:

Date:

Time:

Location:

1.

2.



MEETING
MINUTES

Meeting:

Date:

Time:

Location:

Version: Draft or Final

Prepared By:

Attendees:

CCD:

CDOT:

DDP:

RTD:

Consultant Team:

Meeting Purpose:

Handouts:

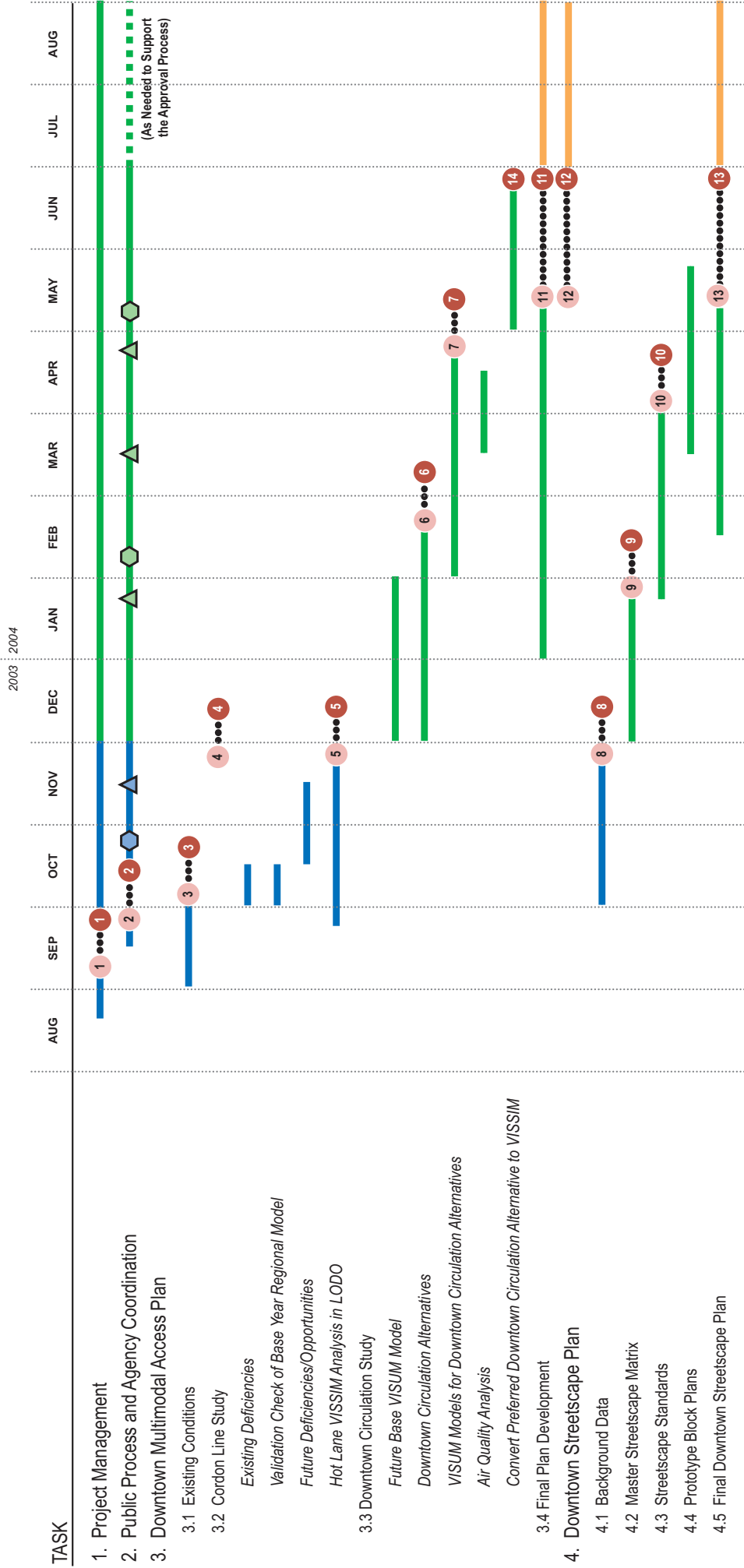
1.

Meeting Summary:

Action Items:

1.

DOWNTOWN MULTIMODAL ACCESS PLAN PROJECT SCHEDULE



* 2 weeks for Interim Products/ 6 weeks for Final Plans

City and County of Denver
 Infrastructure Planning & Programming
 201 W. Colfax Avenue, Dept. 509
 Denver, CO 80202

Attn: Mark D. Najarian, PE

CLIENT NO: DE14

Downtown Multi-Modal Access Plan (DMAP)

Project Number PA08802_026

Fund/Org 31050/5011102

Milestones: Existing Conditions

INVOICE DATE

October 20, 2003

INVOICE NO:

30207

PERIOD OF INVOICE

INCEPTION - 9/26/2003

PM:

Kellar, Lee

Project:

1039-0040

FEHR & PEERS LABOR

PERSONNEL	CLASSIFICATION	HOURS	RATE/HOUR	AMOUNT
Kellar, Lee	Senior Associate II	82.00	\$170.00	\$13,940.00
Welch, Brian	Senior Associate I	8.00	\$150.00	\$1,200.00
Dowds, Bennett, Jacqueline	Senior Engineer/Planner III	30.50	\$125.00	\$3,812.50
Klop, Jeremy	Engineer/Planner III	80.00	\$105.00	\$8,400.00
Hausman, John	Engineer/Planner I	2.00	\$85.00	\$170.00
Schlager-Bardt, Diane	Administrative Assistant IV	1.00	\$80.00	\$80.00
Guderian, Erik	Engineer/Planner I	39.00	\$75.00	\$2,925.00
Pietrowicz, Janette K.	Administrative Assistant III	43.75	\$75.00	\$3,281.25

FEHR & PEERS LABOR FEES

\$33,808.75

FEHR & PEERS OTHER DIRECT COSTS

Miscellaneous Expenses	\$1,110.79
Presentation Graphics	\$1,690.35
Postage	\$86.11
Travel	\$47.30

FEHR & PEERS OTHER DIRECT COSTS

\$2,934.55

SUBTOTAL FEHR & PEERS

\$36,743.30

SUB-CONSULTANT - Pat Noyes & Associates

PERSONNEL	CLASSIFICATION	HOURS	RATE/HOUR	AMOUNT
Pat Noyes	Principal	19.50	\$130.00	\$2,535.00

PAY NOYES & ASSOCIATES LABOR FEES

\$2,535.00

PAY NOYES & ASSOCIATES OTHER DIRECT COSTS

\$0.00

\$0.00

SUBTOTAL SUB-CONSULTANT - Pat Noyes & Associates

\$2,535.00

INVOICE DATE
 October 20, 2003
 INVOICE NO: 30207

City and County of Denver
 Infrastructure Planning & Programming
 201 W. Colfax Avenue, Dept. 509
 Denver, CO 80202

PERIOD OF INVOICE
 INCEPTION - 9/26/2003

Attn: Mark D. Najarian, PE
 CLIENT NO: DE14

PM: Kellar, Lee
 Project: 1039-0040

Downtown Multi-Modal Access Plan (DMAP)

Project Number PA08802_026
 Fund/Org 31050/5011102
 Milestones: Existing Conditions

LABOR TOTAL	\$36,343.75
OTHER DIRECT COSTS TOTAL	\$2,934.55
TOTAL FOR THIS INVOICE	<u>\$39,278.30</u>
PREVIOUS BALANCE	\$0.00

ACCOUNT SUMMARY FOR CLIENT					
PREVIOUS BALANCE:					\$0.00
TOTAL FOR THIS MONTH:					\$39,278.30
	<u>Current</u>	<u>31-60 Days</u>	<u>61-90 Days</u>	<u>91-120 Days</u>	<u>> 120 Days</u>
	\$39,278.30	\$0.00	\$0.00	\$0.00	\$0.00

<u>Budget</u>	<u>Prior Billing</u>	<u>Current Billing</u>	<u>Total Billed To Date</u>
\$241,000.00	\$0.00	\$39,278.30	\$39,278.30

**CITY AND COUNTY
OF DENVER
CONTRACTOR'S
CERTIFICATION
OF PAYMENT**

PAY APPLICATION # _____

Pay Period _____

AMOUNT REQUESTED: \$ _____

PROJECT # _____

PROJECT NAME: _____

CURRENT COMPLETION DATE: _____

PERCENT COMPLETE: _____

Prepared by: _____

CONTRACTOR: _____

TELEPHONE #: _____

PROJECT MANAGER: _____

ORIGINAL CONTRACT

AMOUNT: \$ _____

CURRENT CONTRACT

AMOUNT THRU C.O. # : \$ _____

Contractor/Subcontractor/Supplier Name	SBE DBE NON	A		B		C		D		E		F		G		H	
		Original Contract Amount	% Bid (A/I)	Current Contract Amount including Alternate & Change Order Amounts	% Revised (C/II)	Requested Amount this Pay Application	Amount Paid Previous Pay Application #	Net Paid To Date	Paid % Achieved (G/II)								
Contractor			N/A		N/A												
TOTAL:																	

The undersigned certifies that the information contained in this document is true and accurate and that the payments shown have been made to **all** subcontractors and suppliers used on the project and listed herein.

Prime Contractor: _____

Date _____



**DENVER MULTIMODAL ACCESS PLAN
PROGRESS REPORT #1**

AUGUST 29, 2003 – SEPTEMBER 26, 2003

PROJECT MILESTONES COMPLETED

-
-
-

SCHEDULE OF PLANNED ACTIVITIES

-
-
-

BUDGET SUMMARY

TASK NAME	% COMPLETE	
	THIS PERIOD	CUMULATIVE
▪		
▪		
▪		
PROJECT OVERALL		



**QUALITY
ASSURANCE
CHECKLIST**

Title of Deliverable:

Prepared By:

Date:

Reviewed for Format

By:

Date:

Reviewed for Content

By:

Date:

Approved for Distribution

By: Lee Kellar, Project Manager

Date:
