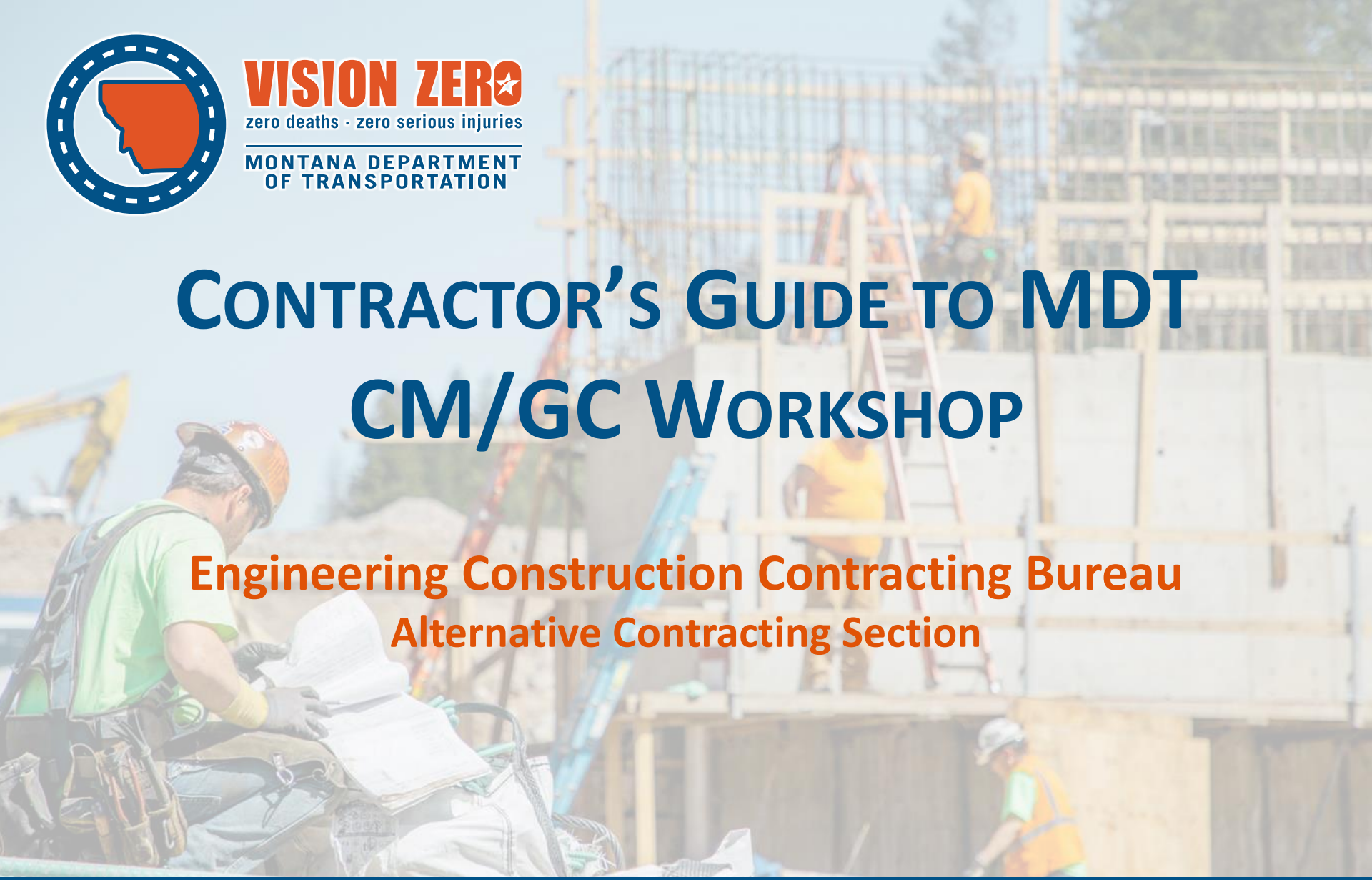
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CONTRACTOR'S GUIDE TO MDT CM/GC WORKSHOP

Engineering Construction Contracting Bureau

Alternative Contracting Section



December 16, 2020

- Please mute your phone or microphone
- Questions and answers after the presentation
- Put written questions in chat box during presentation or raise your hand after the presentation for verbal questions
- This meeting is being recorded for future reference and will be posted to MDT's Alternative Contracting WEB link
- We will take a 5-minute break during the presentation
- PDH: Include first and last name under participant name

Brandon Graff



Beth Kappes



Lucia Olivera





Erik Miller



John Pavsek



Chris Wilson

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Workshop Outline

- CM/GC Fundamentals
- Partnering
- Roles and Responsibilities of the CM/GC Team Members
- The Design Decision-Making Process
- Risk Identification and Management
- Understanding MDT Design Development Scheduling Process
- Cost Estimating, Estimate Reconciliation, and the Independent Cost Estimator
- Early Work Packages
- CM/GC Contractor Procurement Process
- Elements of a Good SOQ, Technical Proposal & Interview
- Status of Current and Upcoming CM/GC Projects
- Lessons Learned
- Question and Answers

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U.S. Department of Transportation
Federal Highway Administration

Every Day Counts
Innovation for a Nation on the Move

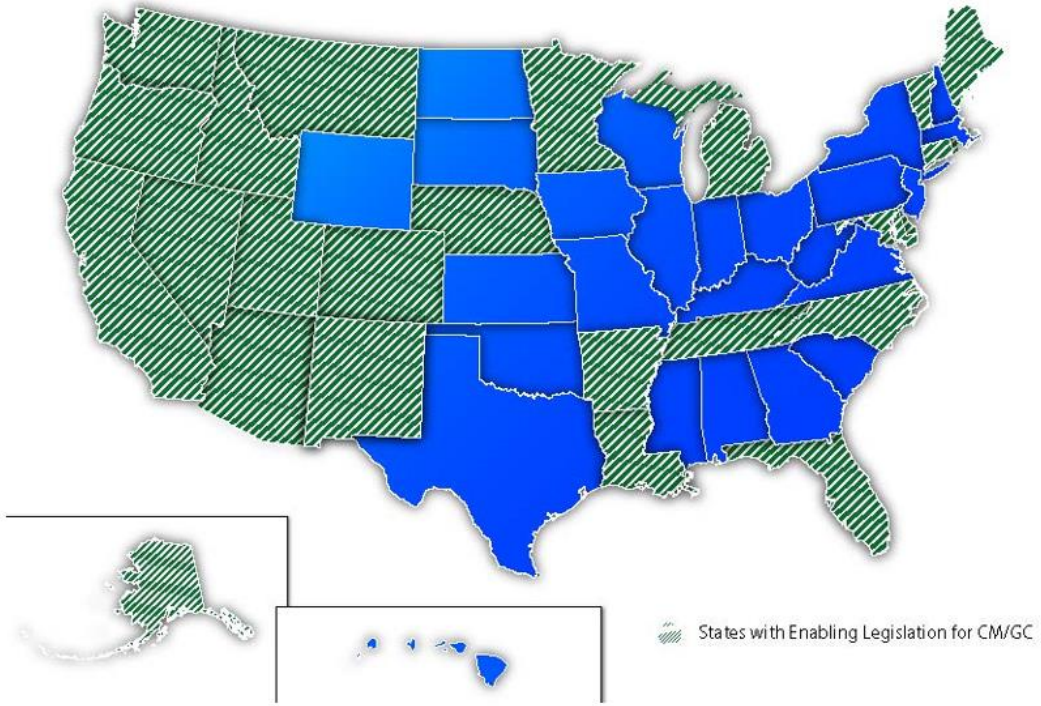


Mobility · Safety · Quality · Environment · Shortening Project Delivery

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1.2: State of the Practice

States with Legislative Authority to use CM/GC



Source: FHWA

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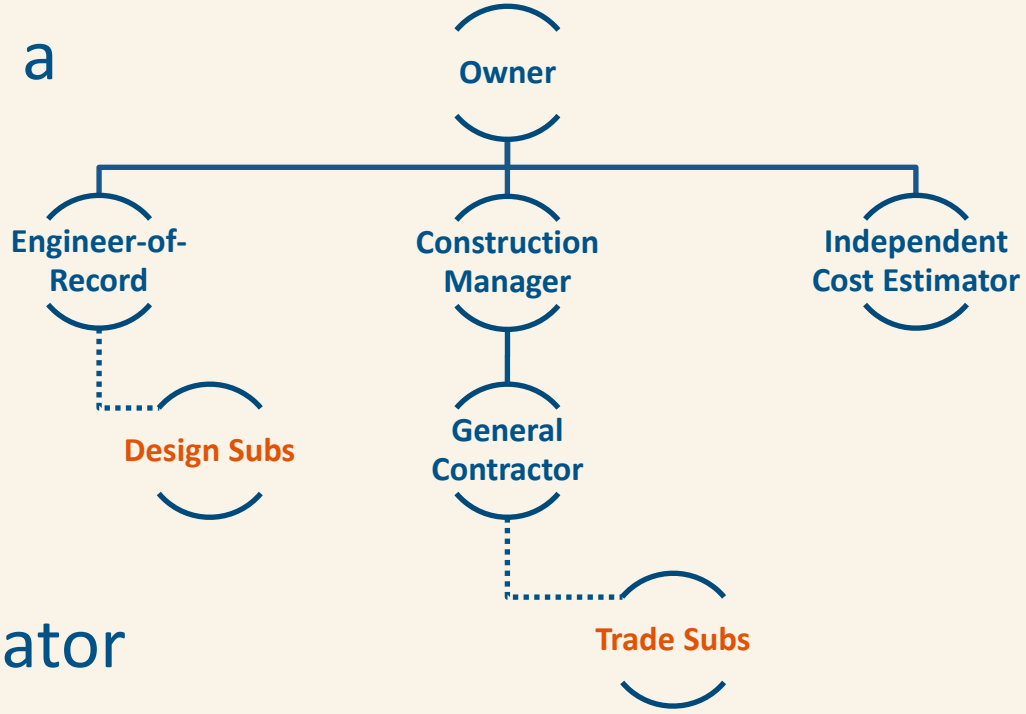


CM/GC Program Fundamentals

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WHAT IS CM/GC?

- Two-phase contract with a General Contractor
  - ***Phase 1 – Preconstruction services contract***
  - ***Phase 2 – Construction contract (if awarded)***
- Consultant Design
- Independent Cost Estimator

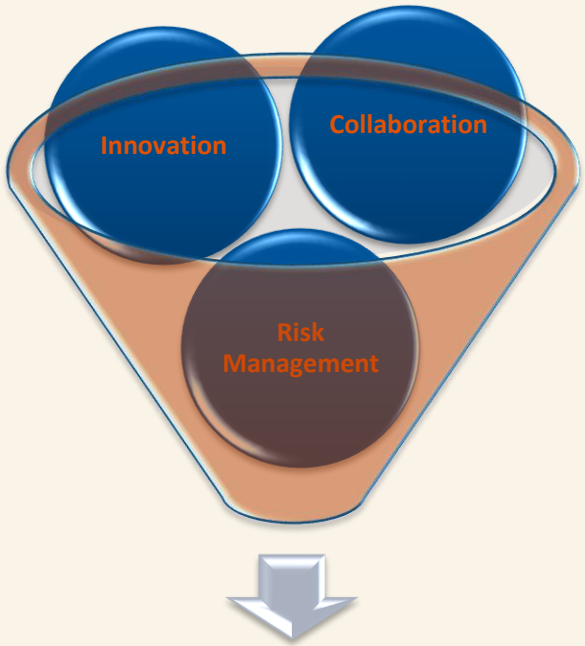


Expanded MDT Involvement during Design

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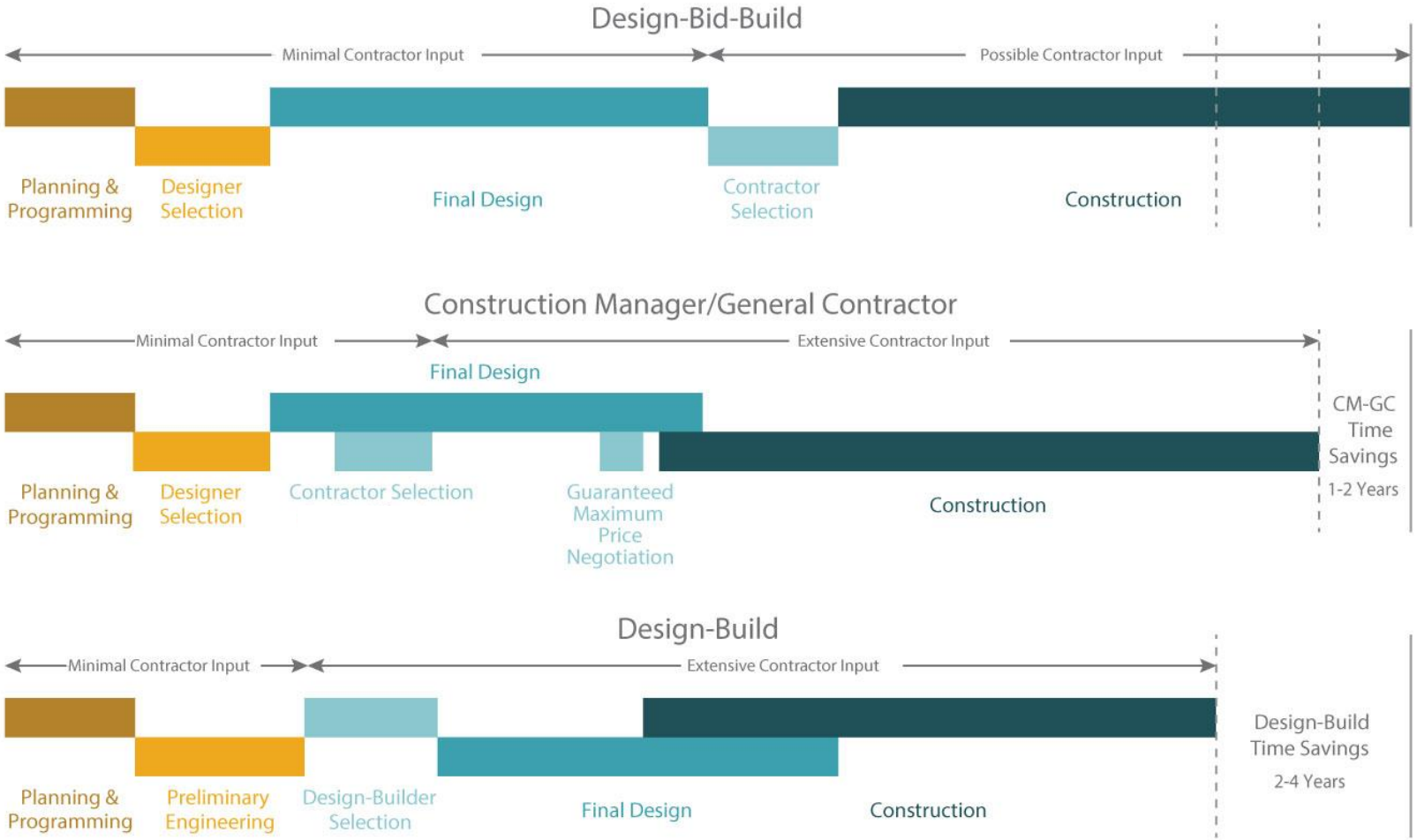
WHY ARE WE USING CM/GC?

- Encourages collaboration and innovation
- Improves Risk Management
  - ***Recognizes and where possible, minimized or eliminated***
  - ***Appropriate party takes on risks that they are best-equipped to manage***
- Reduces errors and omissions
  → less change orders
- Another tool in the toolbox
  - ***Majority of projects will still be delivered Design-Bid-Build***



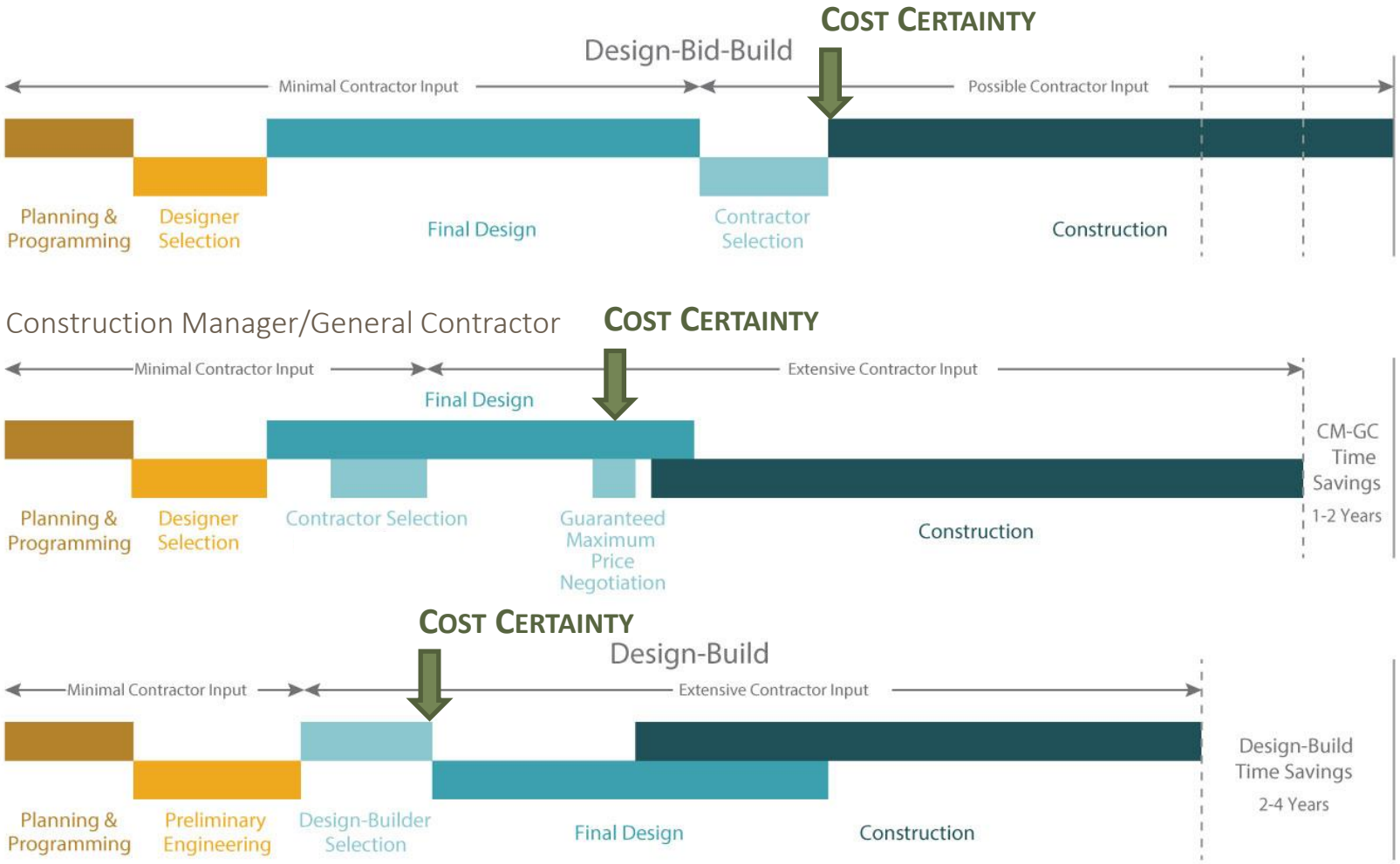
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PROJECT TIME COMPARISON



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TIMING OF COST CERTAINTY



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Construction Cost Growth

Contract Method	Projects Under $20M	Projects Over $20M
D-B-B	3.4%	6.2%
CM/GC	2.0%	-0.2%
D-B	3.3%	4.4%

*Data from *The Use and Performance of Alternative Contracting Methods on Small Highway Construction Pro*jects – University of Colorado, 2016

Major Project Delays

Contract Method	Projects Under $20M
D-B-B	33%
CM/GC	17%
D-B	29%

*Data from *Quantification of Cost, Benefits and Risk Associated with Alternate Contracting Methods and Accelerated Performance Specifications* – University of Colorado, 2016

CM/GC Project Selection

- 2017 Legislature approved 4 project pilot program (MCA 60.2.119)
  - ***1 Project completed***
  - ***2 Projects under design***
  - ***1 Project selected and will be advertised***

- MDT's "Project Delivery Selection Process"
  - ***Opportunity to manage risk***
  - ***Schedule impacts***
  - ***Cost impacts***
  - ***Project complexity***
  - ***Opportunity for innovation***



PARTNERING

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PARTNERING =
MINDSET + COMMITMENT + PROCESS

- Principles of Partnering:
  - ***Innovation***
  - ***Trust***
  - ***Collaboration***
  - ***Ownership***
  - ***Common Goals***
  - ***Relationships***
  - ***Problem Solving and Discussions***
  - ***Accountability***
  - ***Mutual respect***
- Partnering Goal ⟹ Team goals & individual commitments
- Partnering meeting format

It is almost certain that Team Unity will be tested

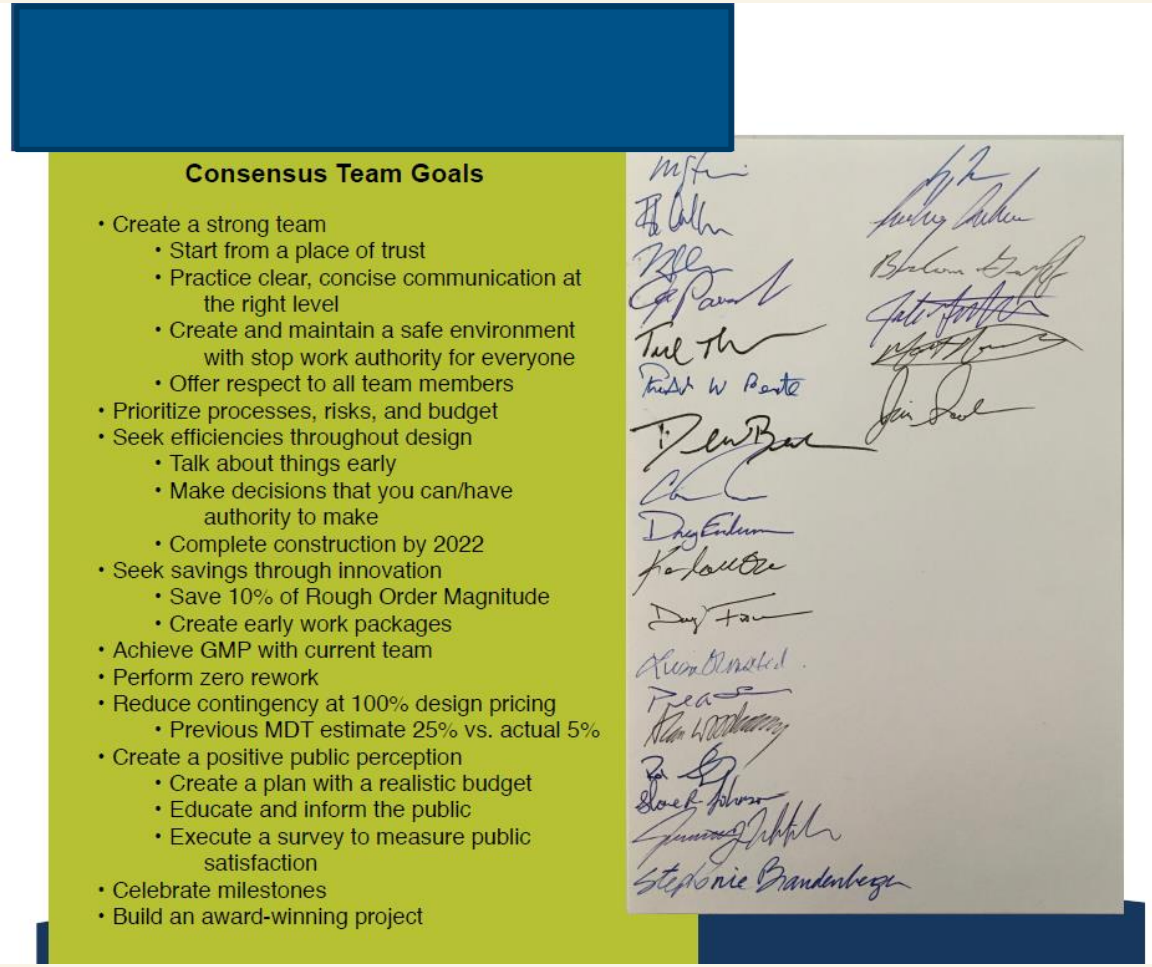
Potential Team Challenges

- Estimates coming in higher than expected
- Understanding MDT Pre-Construction delivery process
- Risk identification and allocation
- GMP outside MDT guidelines
- Requirement for higher level of commitment
- Personality dynamics

Periodic Check-Ins Keep the Team Centered

It Works! But requires Effort

- Requires a cor
- Follow the Pro succeed
- Remind folks t



Consensus Team Goals

- Create a strong team
  - Start from a place of trust
  - Practice clear, concise communication at the right level
  - Create and maintain a safe environment with stop work authority for everyone
  - Offer respect to all team members
- Prioritize processes, risks, and budget
- Seek efficiencies throughout design
  - Talk about things early
  - Make decisions that you can/have authority to make
  - Complete construction by 2022
- Seek savings through innovation
  - Save 10% of Rough Order Magnitude
  - Create early work packages
- Achieve GMP with current team
- Perform zero rework
- Reduce contingency at 100% design pricing
  - Previous MDT estimate 25% vs. actual 5%
- Create a positive public perception
  - Create a plan with a realistic budget
  - Educate and inform the public
  - Execute a survey to measure public satisfaction
- Celebrate milestones
- Build an award-winning project

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Roles and Responsibilities of the CM/GC Team Members

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Key Team Members

- MDT Project Leader
- MDT Consultant Design Manager
- Design Consultant Project Manager
- Construction Manager
- MDT Engineering Project Manager (EPM)
- Independent Cost Estimator (ICE)

Key Team Members

- **Project Leader – Alternative Contracting**
  - *General management and project oversite*
  - *Monitor overall project scope, schedule and budget*
  - *Guides the design decision making process = Guides consensus*
  - *Monitors & manages potential conflict resolution*
- **MDT Consultant Design Manager**
  - *Manages Consultant's contract scope and budget*
  - *Manages MDT's Design EPS Schedule*
  - *Consultant Project Manager's main point of contact*
  - *Works with MDT Project Leader in all aspects of the project*
- **Design Consultant Project Manager**
  - *Manages Consultant's contract scope and budget*
  - *Facilitates design-development meetings*
  - *Consultant Project Manager's main point of contact*
  - *Works with MDT Project Leader in all aspects of the project*

Key Team Members

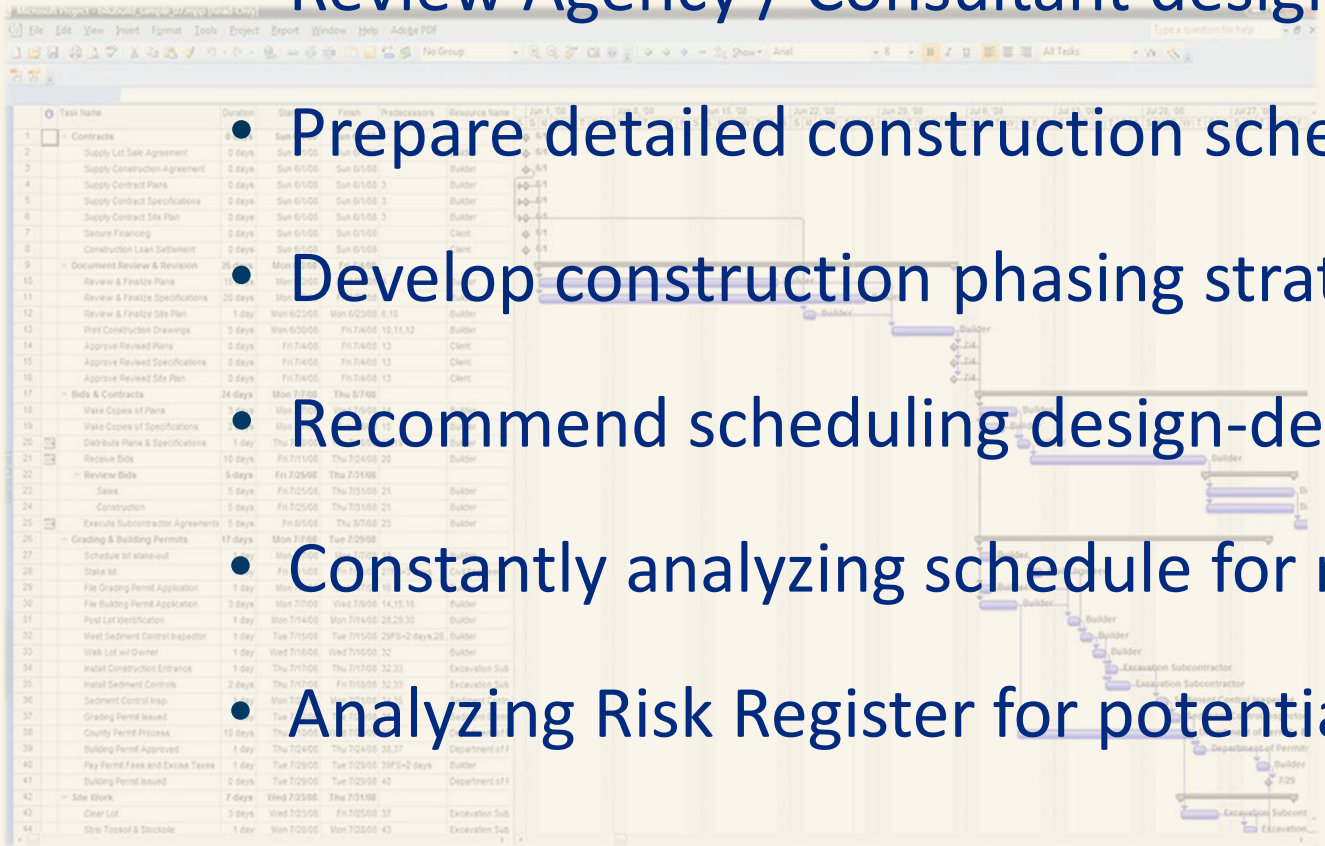
- **Construction Manager (CM)**
  - *Represents the Entire Contractor Team (Including JV and Subs)*
  - *Provides Constructability/Innovation/Design focused expertise*
  - *Identifies and prices risk*
  - *Develops Construction Management Plan*
  - *Manages development of Contractor's production-based estimate*
- **MDT Engineering Project Manager (EPM)**
  - *Responsible for management of the project during construction*
  - *Provides MDT District construction perspective to the CM*
  - *Participates in the design-development discussions*
  - *Provides local knowledge of District challenges*
- **Independent Cost Estimator (ICE)**
  - *Prepares OPCC – production-based estimate*
  - *Collaborates with CM on approach to pricing effort*
  - *Supports with Risk Management identification, allocation and pricing*

CM Design Related Preconstruction Services

- Assist Agency / Consultant design
- Formal design reviews
- Constructability reviews
- Market research/Cost analysis for design decision
- Assist shaping project scope of work
- Options analysis and innovation development



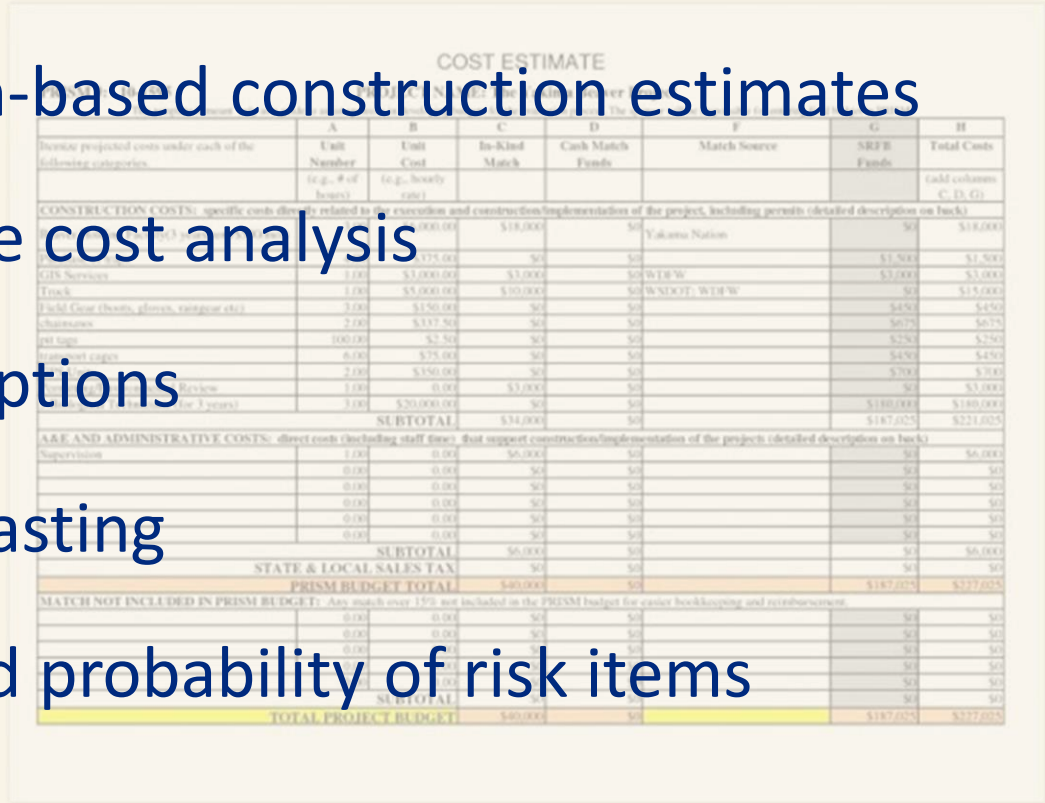
CM Schedule Related Preconstruction Services



- Review Agency / Consultant design schedules
- Prepare detailed construction schedule
- Develop construction phasing strategy
- Recommend scheduling design-development mtgs
- Constantly analyzing schedule for risk impact
- Analyzing Risk Register for potential schedule impacts

CM Cost Related Preconstruction Services

- Coordinate with MDT/Engineer regarding bid items
- Prepare production-based construction estimates
- Assist with life-cycle cost analysis
- Costing of design options
- Material cost forecasting
- Determine Cost and probability of risk items



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CM Administrative Related Preconstruction Services

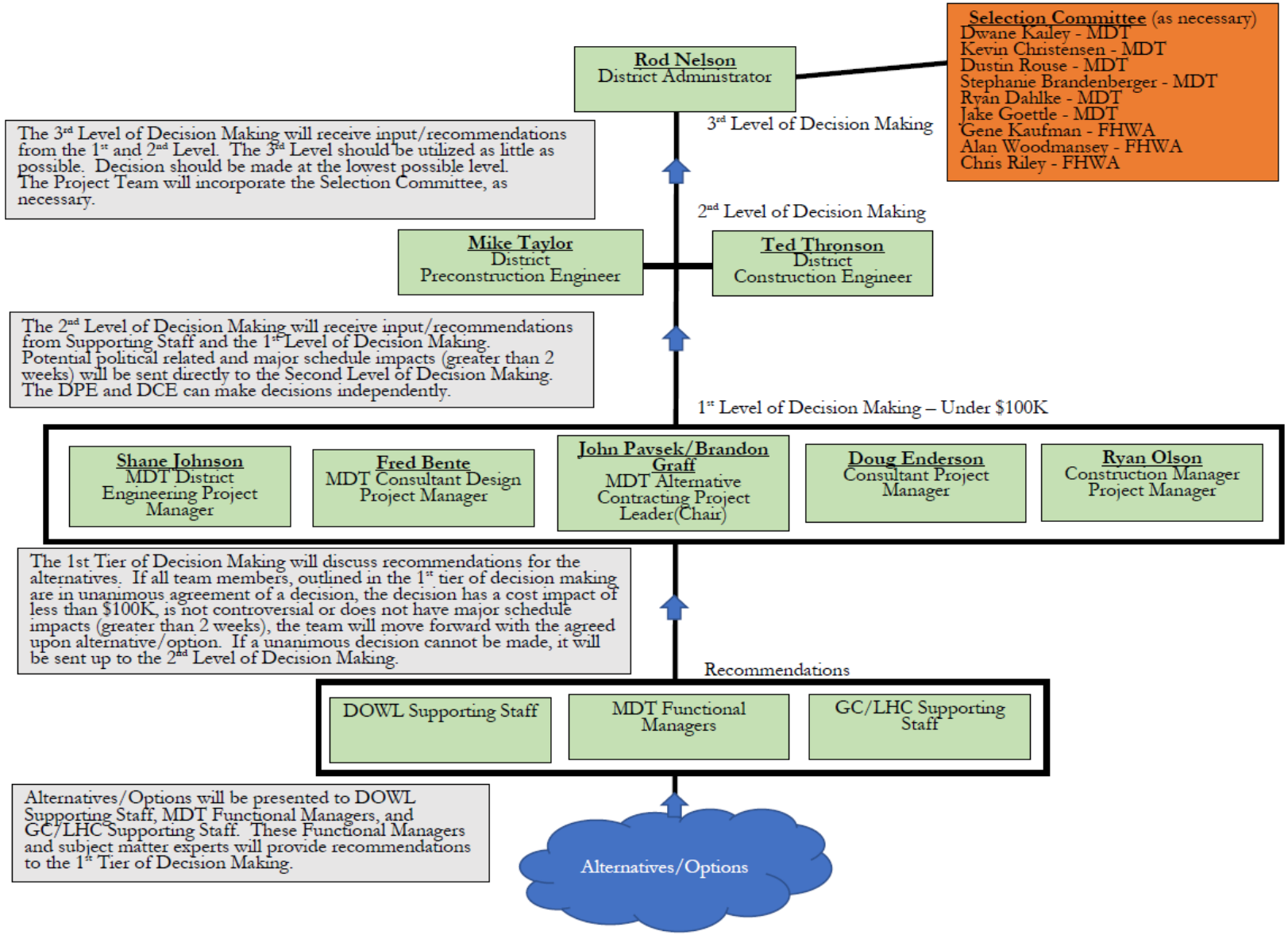
- Coordinate contract documents
- Assist with 3rd party stakeholder coordination
- Assist with public relations/attend public meetings
- Subcontractor bid packages
- Study labor conditions
- Partnering





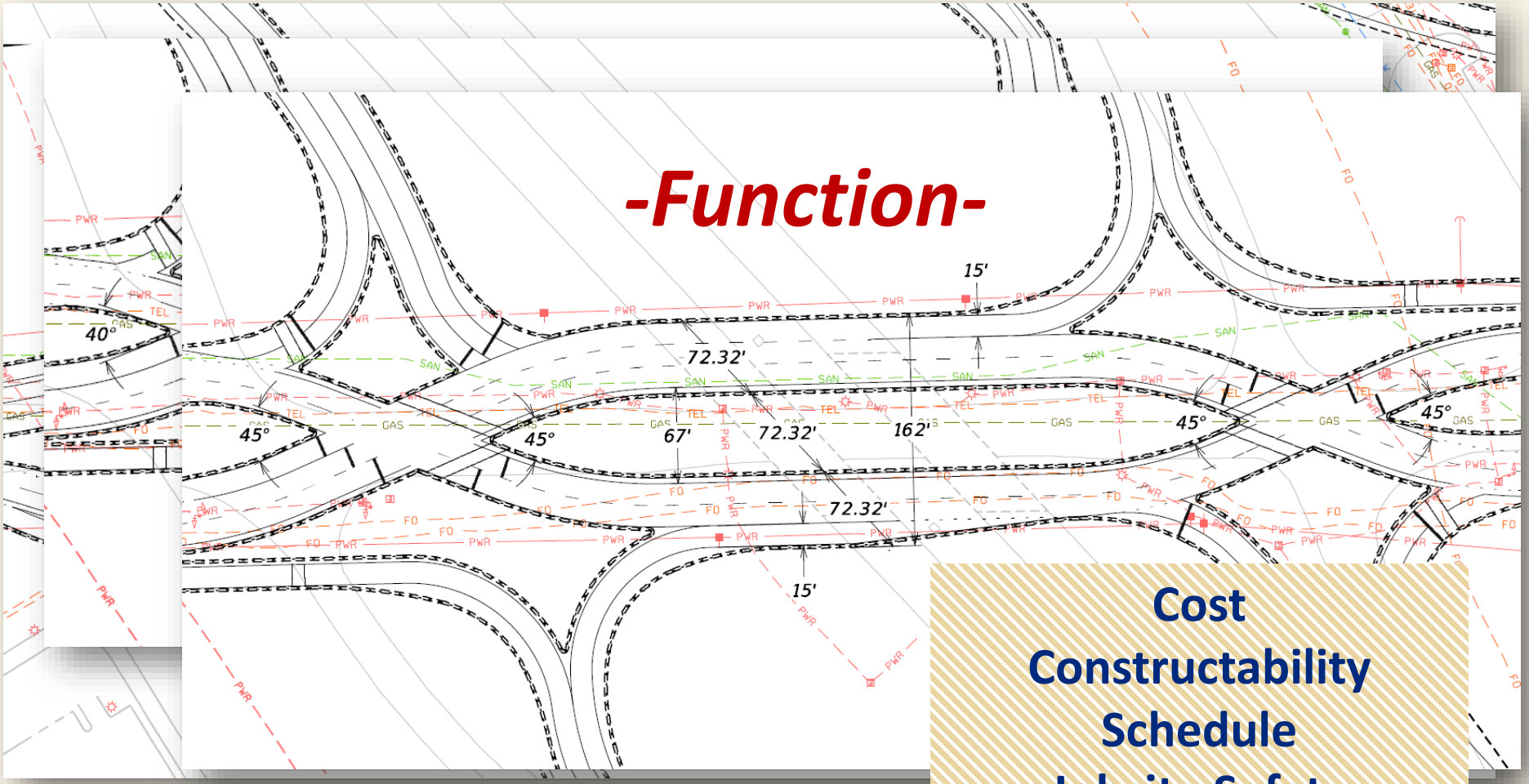
The Design Decision Making Process

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Decision Process Example



Cost
Constructability
Schedule
Jobsite Safety
Function

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Risk Identification and Management

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CM/GC Risk Management: WHY??

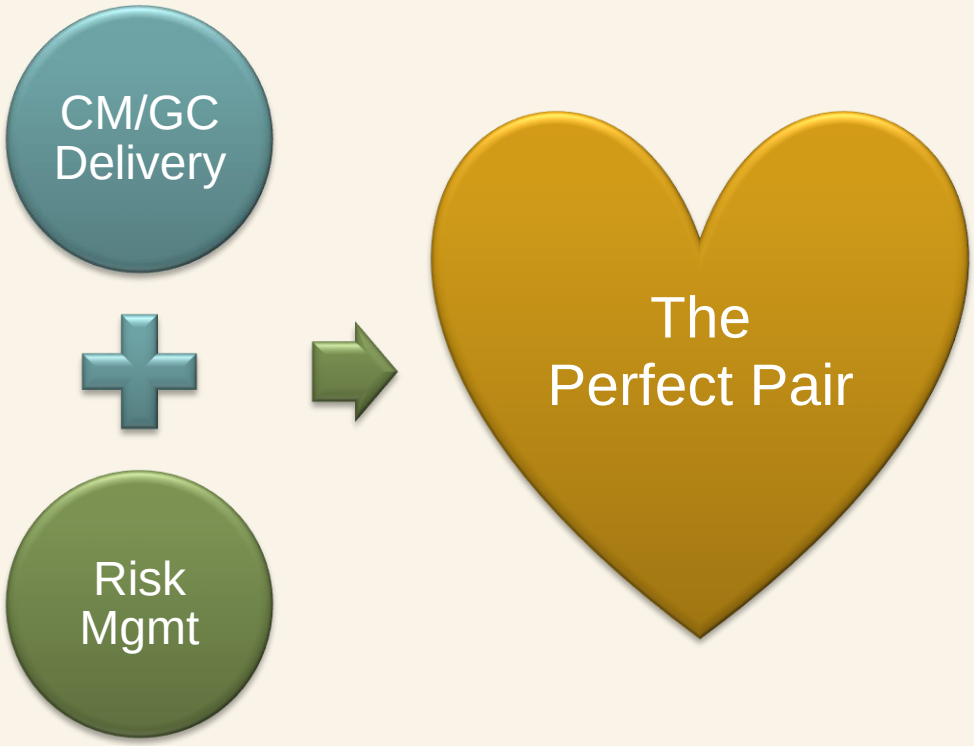
- Contractual misallocation of risk has been found to be the leading cause of construction disputes in the US
  (2006 publication by FHWA)
- In general, project risks are on the rise…
  - Increased traffic volumes
  - Need to minimize traffic disruptions
  - More stringent environmental, community, and safety requirements
  - Increased material costs

    (as identified by Executive Director of NCHRP)



CM/GC Risk Management: WHY?

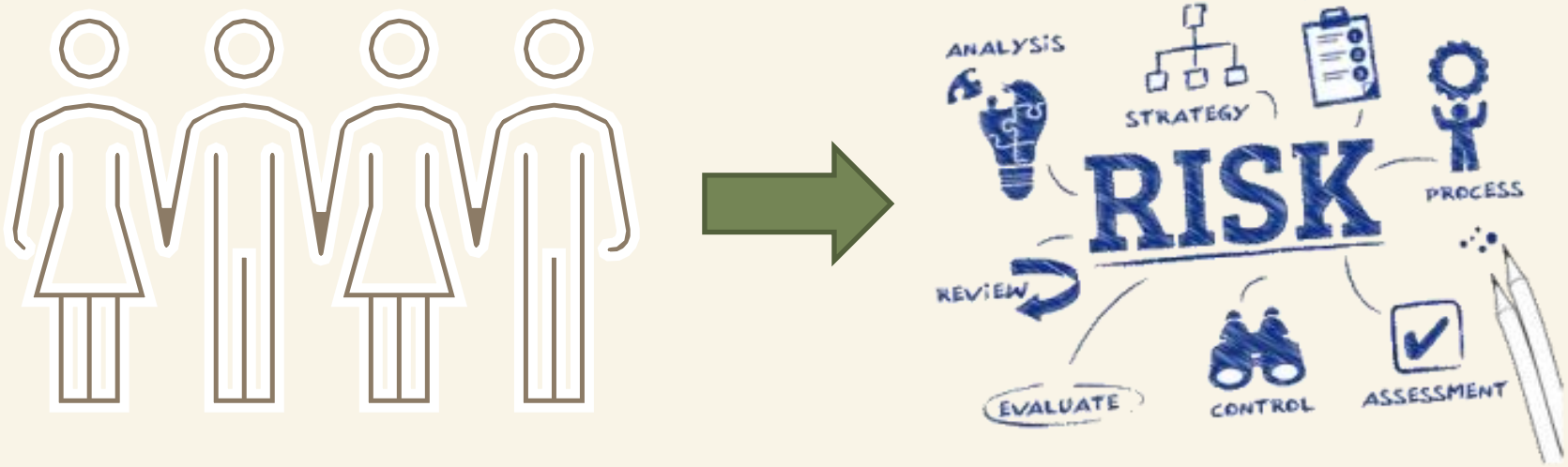
- Project risk is a big factor in evaluating the applicability of CM/GC delivery
- CM/GC is well-suited for highly complex projects where owner input is needed
- Expanded project team = better risk ID and allocation



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CM/GC Risk Management: WHO??

- The Owner, Engineer, Contractor and ICE all actively participate in the risk management process



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CM/GC Risk Management: WHAT??

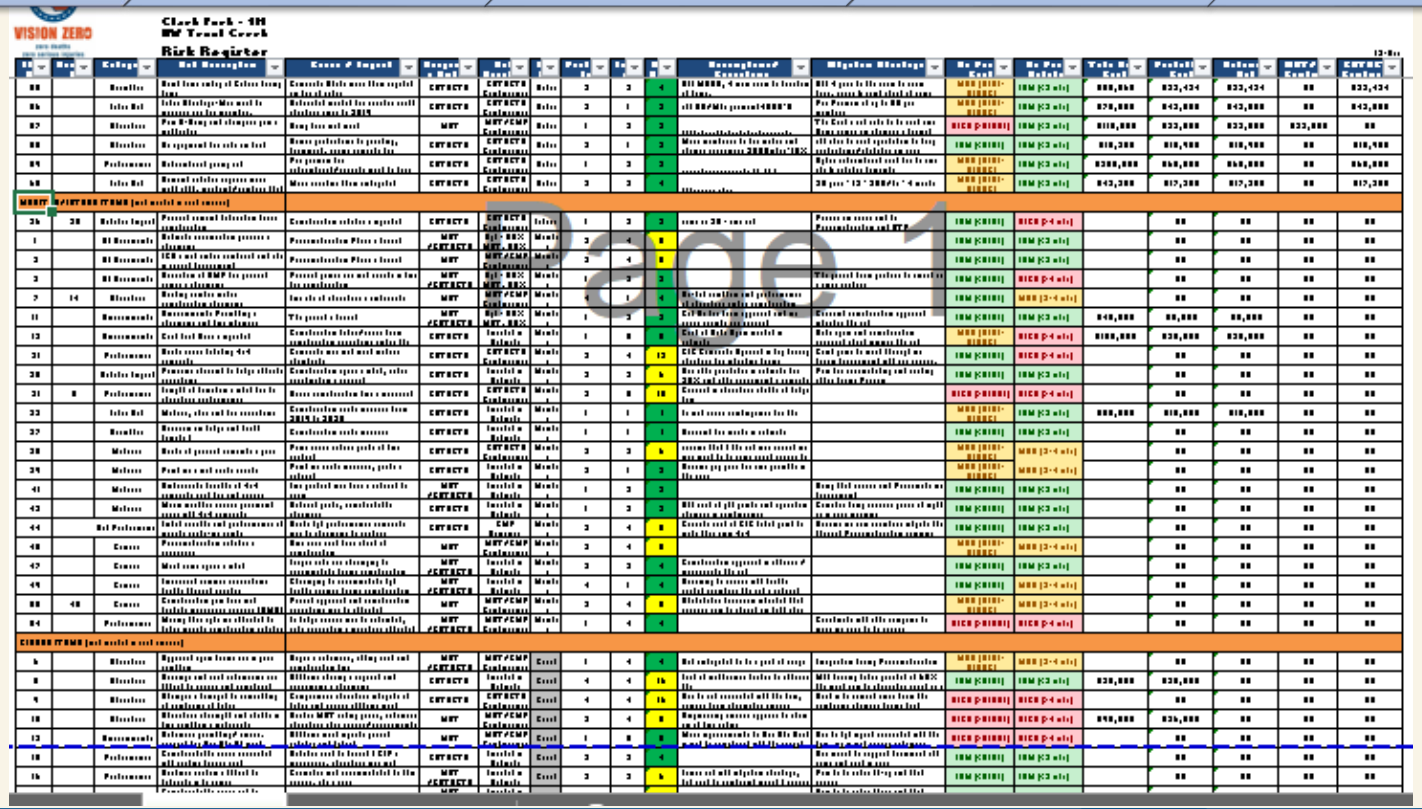
- Risk Management Process
  - Detailed effort that encompasses all phases and aspects of project
  - Goal is to keep the risk management process as tangible and scientific as possible
  - Varying level of complexity when it comes to risk analysis methods
    - MDT is currently using a simplified approach



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CM/GC Risk Management: WHAT??

Identification → **Assess & Analyze** → **Develop Mitigation Plan** → **Monitor & Implement** → **Measure & Control**



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CM/GC Risk Management: WHAT??



Example Risk Statement:

- Detailed project-specific risks that identify “if-then” scenarios

Risk Description	Cause / Impact
Structural steel repairs are more extensive than anticipated	Construction time is extended, and repair costs are increased

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CM/GC Risk Management: WHAT??



Example Risk Assessment / Analyze:

- Determine the probability and impact of risk – Delphi Technique
- Utilize the probability and impact to determine the resulting risk score
- Risk score can help prioritize risk mitigation efforts

Risk Probability (0-5)	Risk Impact (0-5)	Risk Score = P x I
2	5	10 moderate

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CM/GC Risk Management: WHAT??



Example Mitigation Plan:

- To better-determine condition of existing structural steel, perform additional site investigation and testing

  AND/OR…

- Define an allowance to cover the cost, if this risk should it occur:

Pay Item	Amount	Description
CM/GC Contingency	$125,908	Refer to special provision for conditions on when this fund can be accessed, payment is administered like Misc. Work

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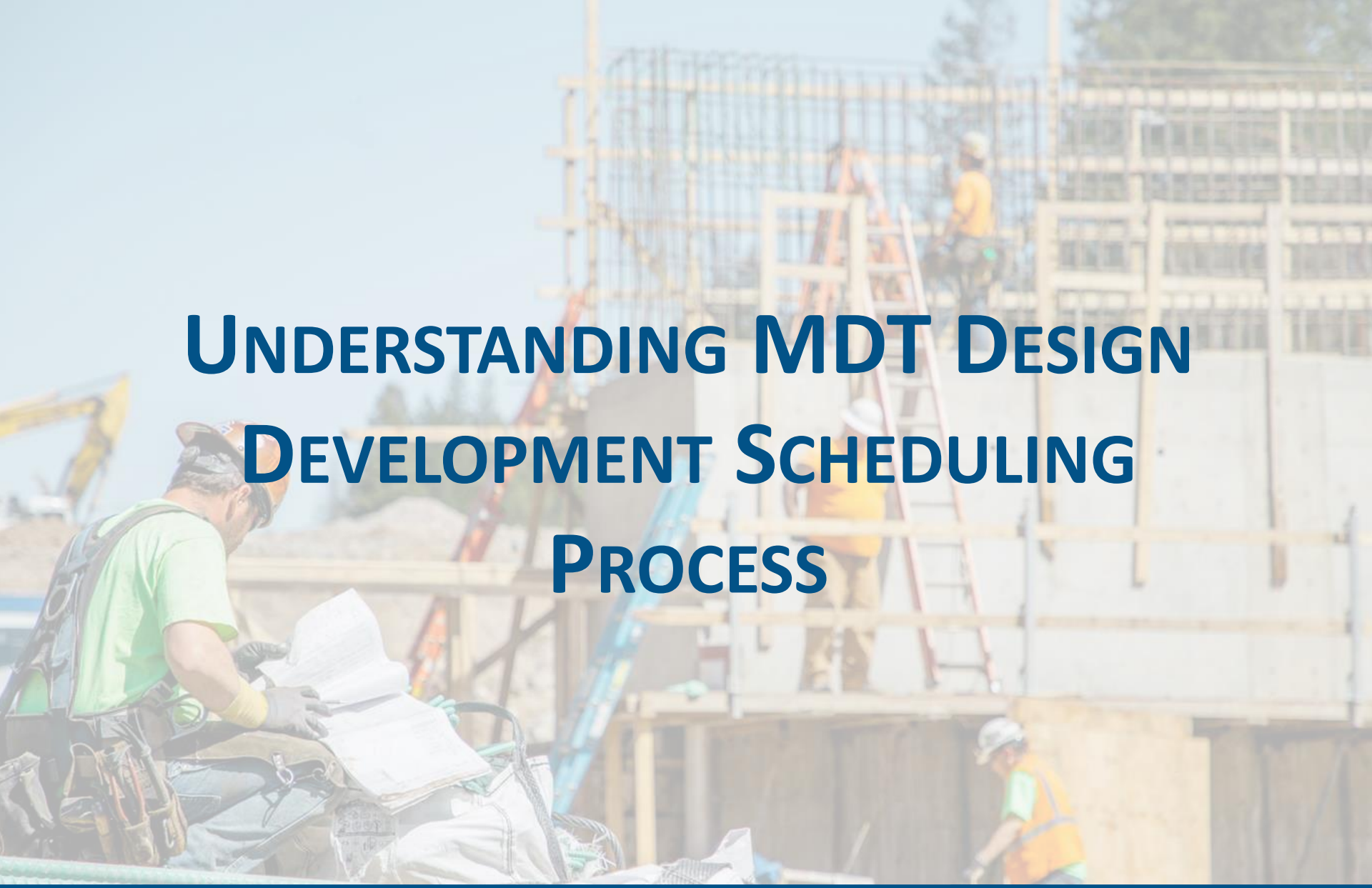
CM/GC Risk Management: WHEN??



Example Risk Follow-up:

- Continue to evaluate and update risk assessment and mitigation plan throughout the life of the project (design and construction)
  - Deck coring and top flange inspection provides more information and allows you to reduce probability of risk
- Continue to update and revise contingency cost estimate
  - Updated material pricing, detailed plan for steel rehab/replacement documented in special provision

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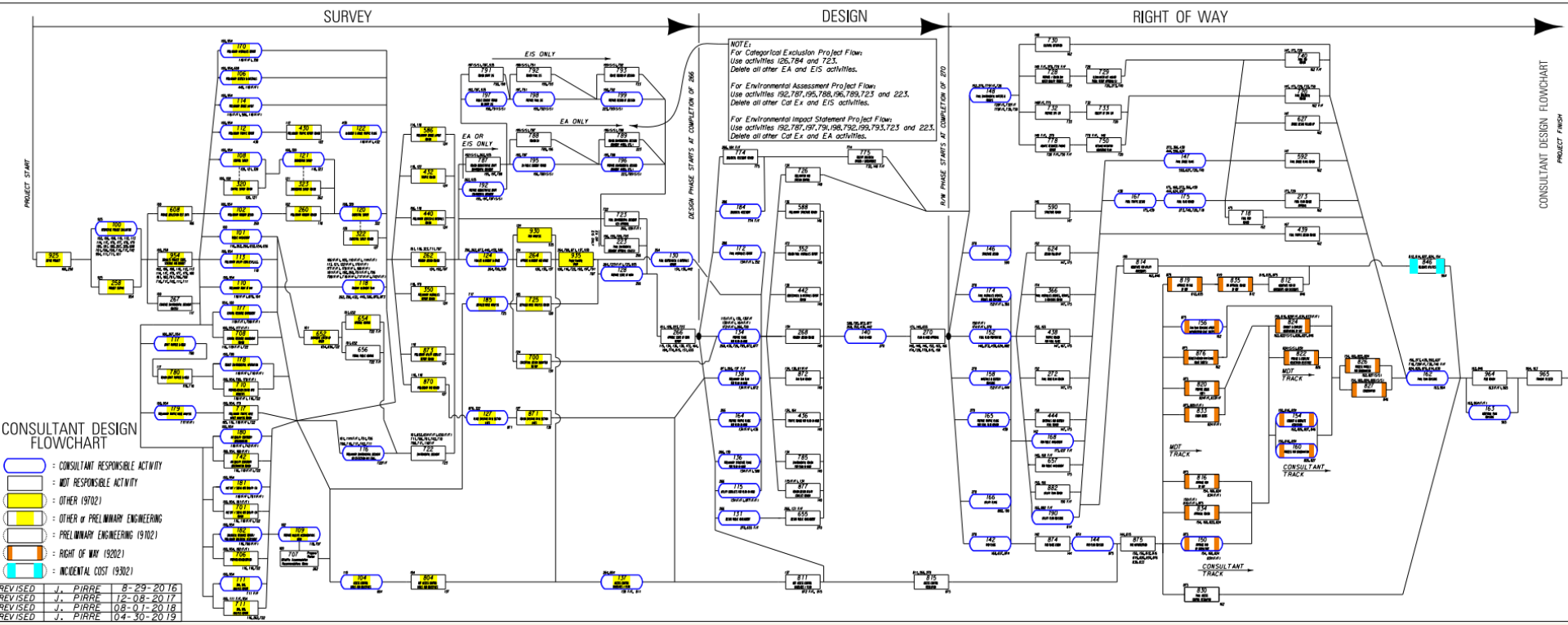


Understanding MDT Design Development Scheduling Process

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CM/GC Preconstruction Schedule

- MDT utilizes existing/typical consultant design project framework, but looks to adapt that standard process to fit project and team specific needs…



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CM/GC Preconstruction Schedule

- Added CM/GC activities occurring at each major plan development milestone…



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BREAK

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Cost Estimating, Reconciliation & the ICE

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Estimating Overview

- Estimating Milestones
- Estimate Activities For Milestones
- Role of the ICE
- Production Based Estimating

Estimating Milestones

- 10-30% = Rough Order of Magnitude (ROM)
- 30% = Alignment and Grade Review (AGR)
- 60% = Plan-in-Hand (PIH)
- 90% = Final Plans
- 100% = Plans, Specs, and Estimate (PS&E)
  - GMP Negotiations & Off Ramp
  - Guaranteed Maximum Price (GMP) submittal

Estimate Activities For Milestones





- First look at full plan set
- Contractor will conceptualize construction phasing and impacts
  - Make suggestions to enhance constructability



- Purpose of Meeting is to make sure ICE, Engineer, and Contractor are on the same estimating grounds.
- Cost Estimate Narrative/Instructions
  - Where do I carry Indirect, Risk, Contingency, etc.?
- Information Sharing
- Means and Methods for Construction
  - Opportunity to Innovate!



- Estimate development duration will depend on project schedule.
- Contractor, ICE, and Engineer will submit estimates.
  - ICE and MDT will have opportunity to review all estimates.
  - ICE estimate will be blind.



- Occurs the day before Estimate Reconciliation meeting(s)
- First look at comparison spreadsheet
- Identify Work Groups (or D groups) where Estimate Reconciliation will need to be focused.
- ICE, Engineer, and Contractor will have opportunity to modify estimates and resubmit.



- Open book pricing for CM and Engineer
  - ICE tab is blind
- Comparison Spreadsheet and Meeting Discussion Example (next slide)

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CM/GC Project
60% Estimate Reconcilliation

DATE:

BID ITEM #	ITEM DESCRIPTION	QTY	UNIT	CONTRACTOR ESTIMATE MH	Labor Cost Total	Construction Equipment Cost Total	Supplies Total Cost	Materials Total Cost	Subcontract Total Cost	Unit Price	Total Price	CON vs. ICE COMPARISON
GGREGATES / EMBANKMENT ITEMS		1	LS									
301020252	BRIDGE END BACKFILL-TYPE 1	19,000.00	CY							$10.00	$190,000.00	greater than 15%
301020340	CRUSHED AGGREGATE COURSE	43,371.00	CY							$20.00	$867,420.00	less than 5%
301020625	AGGREGATE TREATMENT	157,592.00	SY							$30.00	$4,727,760.00	5-15%
203020310	SPECIAL BORROW-NEAT LINE	24,446.00	CY							$40.00	$977,840.00	5-15%
	AGGREGATES / EMBANKMENT ITEMS TOTALS										$6,763,341.07	less than 5%
LANT MIX BITUMINOUS SURFACE ITEMS		1	LS									
401020300	HYDRATED LIME	748.00	TN							$10.00	$7,480.00	less than 5%
402020368	EMULSIFIED ASPHALT CRS-2P	281.00	TN							$20.00	$5,620.00	less than 5%
409000000	FINAL SWEEP AND BROOM	7.00	MILE							$30.00	$210.00	less than 5%
409000020	COVER-TYPE 2	157,592.00	SY							$40.00	$6,303,680.00	less than 5%
401020045	PLANT MIX SURF GR S-3/4 IN	53,414.00	TN							$40.00	$2,136,560.00	greater than 15%
402020092	ASPHALT CEMENT PG 64-28	2,884.00	TN							$30.00	$86,520.00	less than 5%
402020315	EMULSIFIED ASPHALT-TACK COAT	31,518.00	GAL							$20.00	$630,360.00	greater than 15%
402020320	EMULSIFIED ASPHALT-FOG SEAL	11,819.00	GAL							$10.00	$118,190.00	greater than 15%
	PLANT MIX BITUMINOUS SURFACE ITEMS TOTALS										$9,288,620.00	5-15%
VALL ITEMS		1	LS									
209010125	STRUCTURE EXC TYPE 2	33,305.00	CY							$10.00	$333,050.00	less than 5%
209010165	TEMPORARY SHORING	7,500.00	SF							$20.00	$150,000.00	less than 5%
614010010	RETAINING WALL - J2 WALL	690.00	LF							$30.00	$20,700.00	less than 5%
614010011	DESIGN, CONSTRUCT MSE WALLS	1,886.00	SY							$40.00	$75,440.00	less than 5%
614010046	DSGN & CNST MSE WALL-MODULAR BLOCK	150.00	SY							$30.00	$4,500.00	5-15%
	REMOVE CONCRETE RETAINING WALL	220.00	LF							$20.00	$4,400.00	less than 5%
	WALL ITEM TOTALS										$588,090.00	less than 5%
ONCRETE BARRIER ITEMS		1	LS									
605000000	CONCRETE BARRIER RAIL TRANSITION	9.00	EA	0.00	0.00	0.00	0.00	0.00	0.00	$0.00	$0.00	greater than 15%

Comparison | Percent Change | ICE Estimate (BLIND)

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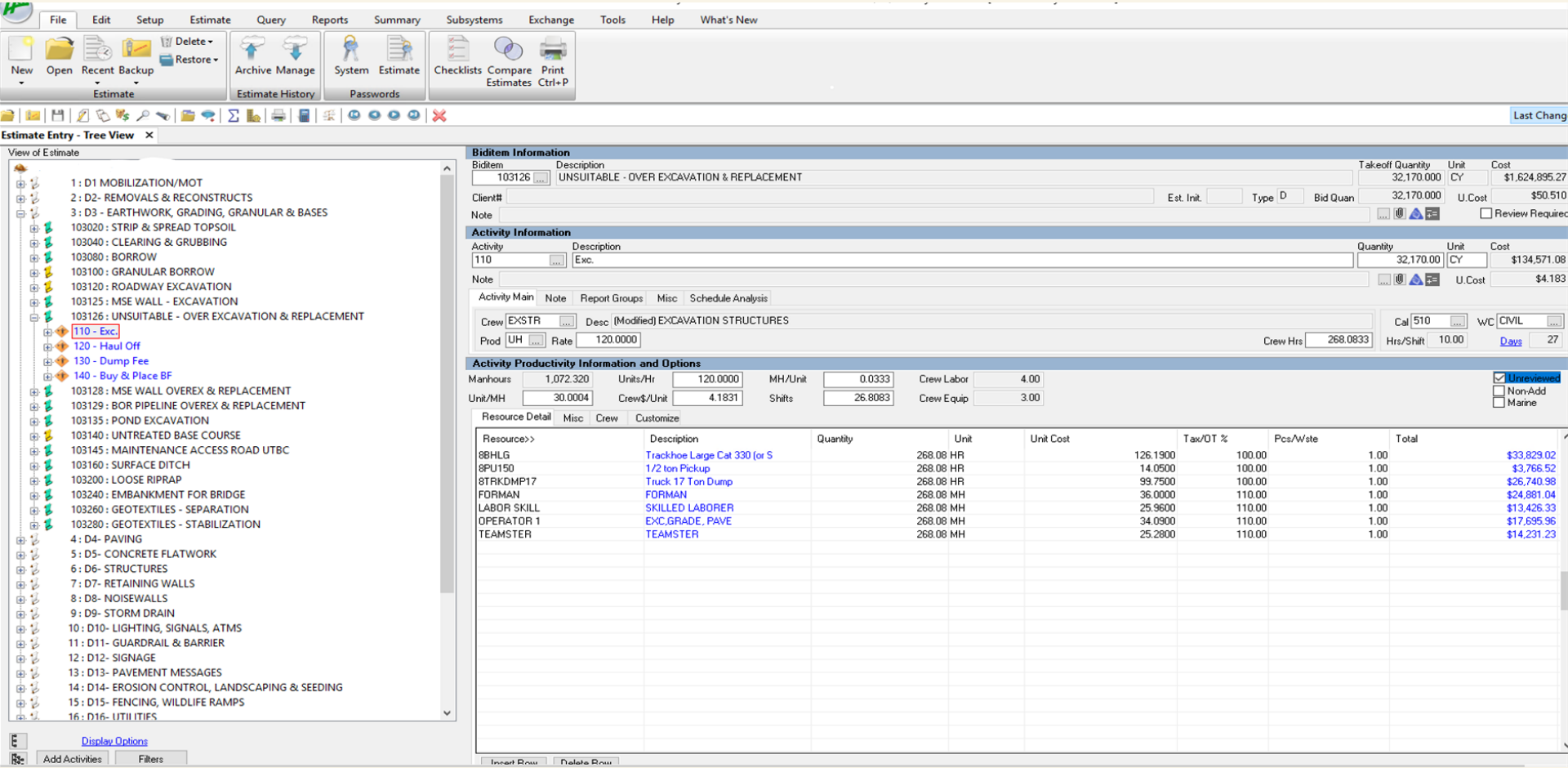


- Submit Post Post-Reconciliation Estimate
  - Modifications to Estimate based on Estimate Reconciliation Discussion

Role of the ICE

- Foster Team Environment
- Fair Market Pricing
- Bring additional experience to the project team
- Assist in risk mitigation
- Assist team in developing innovation
- Help team accomplish goals

PRODUCTION BASED ESTIMATING



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Early Work Packages

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Early Work Package

- EWP should be used to reduce project risk
- EWP(s) considered if it provides clear schedule or constructability advantage
- EWP must be severable
- EWP based on fully-developed design documents
- Must save time, reduce inconvenience, and/or reduce construction costs
- EWP GMP subject to cost guidelines, i.e., < 110% of ICE



CM/GC Contractor Procurement Process

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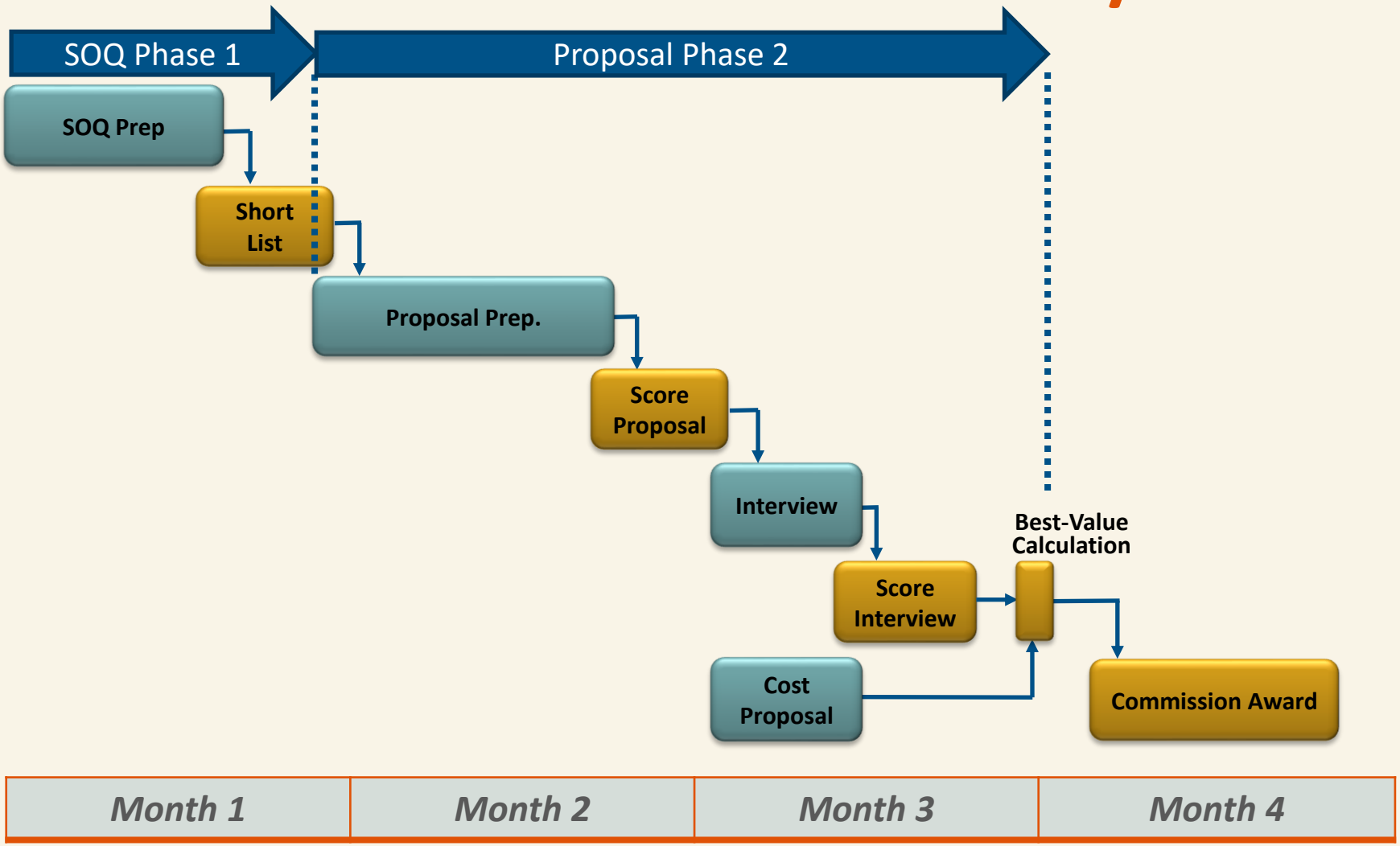
HIRING THE CM/GC (MCA 18-2-503)

- Two phase process
  - Request For Qualifications (RFQ) → State Of Qualifications (SOQ)
  - Request For Proposal (RFP) → Technical Proposal (TP)

- By law, MDT must consider project costs when awarding project

  CHALLENGE:
  - Very limited design information available at time of Contractor RFQ/RFP
  - We require a fixed fee markup price as a part of their proposal

THE PROCESS - HIRING THE CM/GC





Elements of a Good SOQ and Proposal

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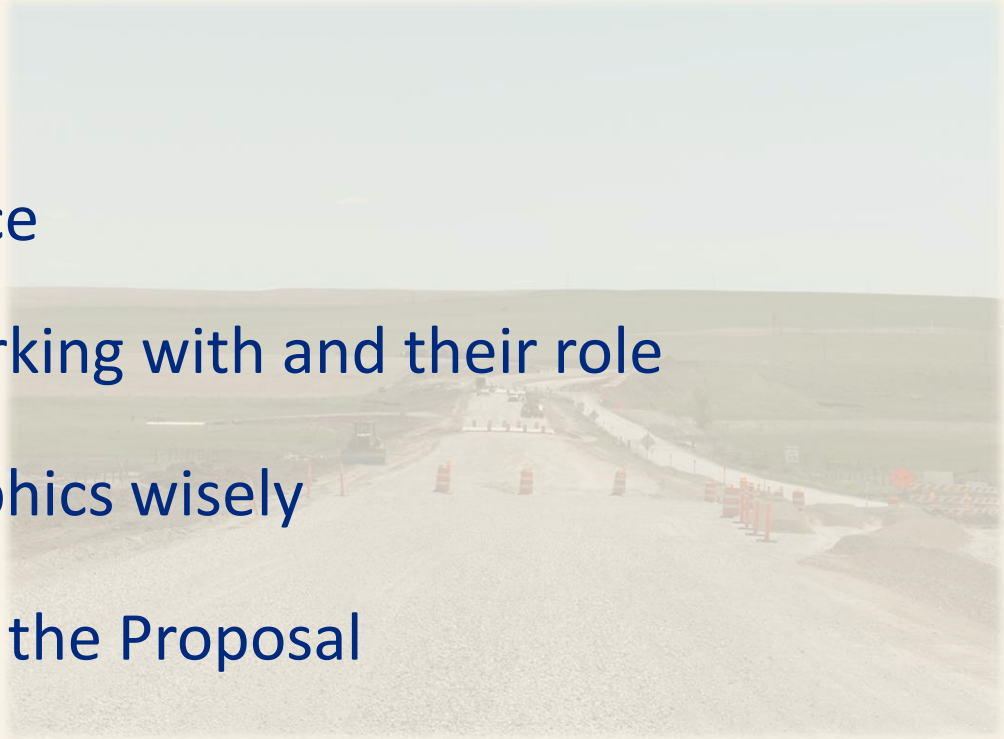
THE STATEMENT OF QUALIFICATIONS

- The parts of the SOQ:
  - Transmittal Letter
  - The Team/Key Members – *25% Weighted Value*
  - CM/GC and Related Projects – *25% Weighted Value*
  - Understanding and Approach – *50% Weighted Value*
- MDT Shortlists all Firms under Pilot Program
- Currently share ranking to give Firms ability to make Go/No-Go decision



THE STATEMENT OF QUALIFICATIONS

- Staffing – Use tables, simple org charts, staff interface
- What are the team members contribution to the project
- Follow the RFQ and RFP
- Draw off similar experience
- Know who you will be working with and their role
- Use photos/matrices/graphics wisely
- The SOQ is the outline for the Proposal



PROPOSAL SECTION I – PROJECT TEAM

- The cover letter – opportunity to list strengths
- Work from an outline
- Avoid being wordy – "Just the Facts"
- The Organization Chart
- Matrices can be very useful
- Be consistent within and across proposal sections
- Pick good projects – tie to team
- Section I weighted at *10%* of the written proposal



SECTION II – STRATEGIC PROJECT APPROACH

- Follow the RFP organization
- Address what is important to MDT - the Silver Bullet
- Tables and graphics can be very useful
- Clearly address the project goals and challenges
- It is helpful to illustrate you've done this before
- Tie approach to design milestones
- How are you going to manage risk and innovations
- Be creative with ideas – don't limit yourselves
- Discuss collaboration with MDT, Consultant & ICE



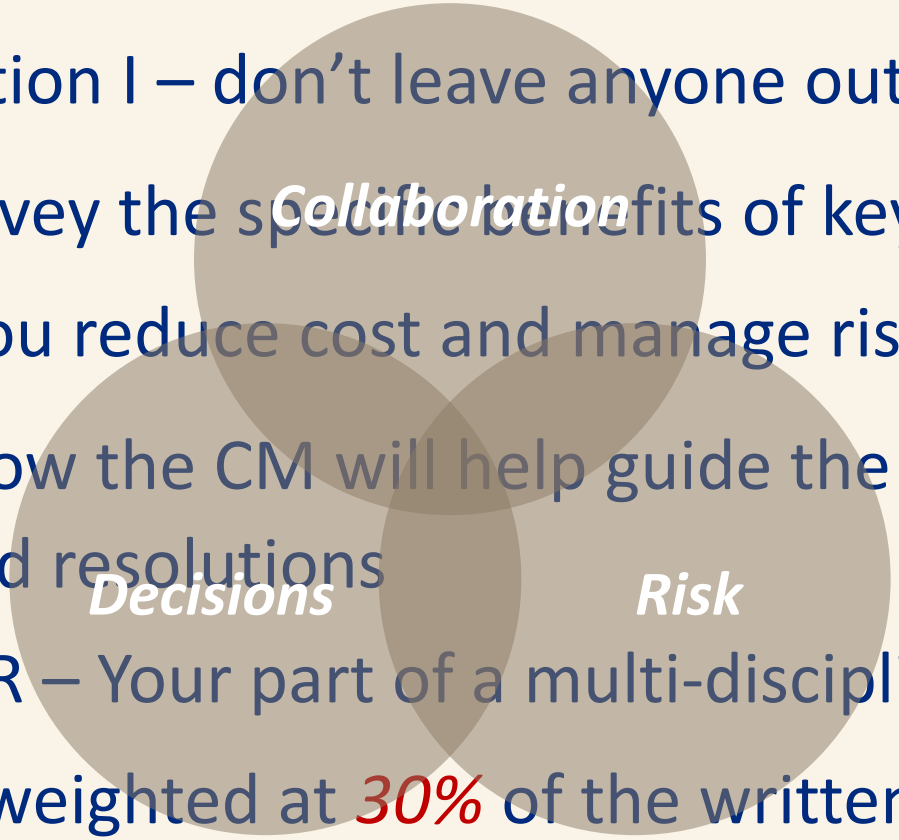
SECTION II – STRATEGIC PROJECT APPROACH (CONT)

- Consider how you will address early work packages
- Can you provide value added services or tools?
- Do not neglect safety
- MDT is interested in how you manage quality
- Typical cross sections/graphics/designs are valuable if done right
- Section II weighted at *40%* of the written proposal



SECTION III – APPROACH TO CM/GC PROJECT DELIVERY PROCESS

- Hit on the three main points-Collaboration/Risk/Decisions
- Mirror Section I – don't leave anyone out
- Clearly convey the specific benefits of key staff
- How will you reduce cost and manage risk? Explain
- Describe how the CM will help guide the decision analysis and resolutions
- REMEMBER – Your part of a multi-disciplined team
- Section III weighted at *30%* of the written proposal



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SECTION IV – PROJECT INNOVATIONS AND RESOURCES



- Be creative and open minded
- Generate a metric that gauges impacts of the innovation
- Provide examples and outcomes if possible
- How is your team structured to brainstorm/ evaluate/ track innovations
- Are innovations right for this site and conditions?
- Section IV weighted at *20%* of the written proposal



Elements of a Good Interview

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THE INTERVIEW

- Know the interview format
- Be relaxed: Practice - Practice - Practice
- You will be our partner – start with this interview
- Avoid one person dominating d
- Clean handoffs – don't interrup
- Be cognizant of your body langu
- Be intentional with graphics/fig
- Consider value-added participants



THE INTERVIEW (CONTINUED)

- Discuss the project challenges and your approach
- Address the key elements of your proposal – expand
- Avoid badmouthing past clients, subs, engineers
- Tell us how you communicate internally and with the team
- Key words have value – transparency, communication, problem solving, own risk, etc.
- Know your virtual platform
- Ask us questions
- Show excitement!



THE SELECTION PROCESS

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CM/GC Total Proposal & Interview Scoring

120000 Total Score Available

REVIEW COMMITTEE MEMBER	COMPANY													
	Contractor A							Contractor B						
	Technical Proposal				Interview			Technical Proposal				Interview		
SCORING CRITERIA NO.	*1*	*2*	*3*	*4*	*1*	*2*	*3*	*1*	*2*	*3*	*4*	*1*	*2*	*3*
Reviewer 1	7.0	8.0	8.0	8.5	9.8	10.0	9.8	9.5	9.0	9.5	8.8	7.6	7.3	7.4
Reviewer 2	8.0	7.5	7.0	8.0	9.2	9.2	8.9	9.0	8.9	9.0	9.5	8.0	7.4	7.4
Reviewer 3	7.5	7.9	7.5	7.8	9.0	9.0	8.7	9.0	8.8	9.0	9.2	8.0	8.0	7.5
Reviewer 4	6.0	6.5	7.5	8.0	9.2	9.3	9.5	9.2	9.5	9.5	8.0	8.8	8.0	8.0
Reviewer 5	7.0	7.0	6.5	6.8	9.5	9.0	9.0	8.5	9.0	8.5	8.6	7.0	6.5	6.0
Reviewer 6	8.0	8.0	7.3	8.0	9.5	9.5	9.5	10.0	10.0	9.0	9.0	8.0	7.0	8.0
Reviewer 7	7.0	7.3	6.5	7.2	9.8	9.8	9.8	7.5	8.2	8.0	8.0	7.5	7.3	7.5
Reviewer 8	8.0	6.5	6.2	7.3	9.5	9.5	9.5	10.0	9.5	9.0	9.5	8.0	7.0	7.5
TOTAL/CRITERIA =	58.5	58.7	56.5	61.6	75.5	75.3	74.7	72.7	72.9	71.5	70.6	62.9	58.5	59.3
TOTAL SCORE =	96,130							102,110						
PERCENT =	80.11%							85.09%						
RANKING	2							1						
	2.0	1.5	1.8	1.7	0.8	1.0	1.1	2.5	1.8	1.5	1.5	1.8	1.5	2.0

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CM/GC Price Scoring

PROPOSER	Construction Phase Multiplier (%)	Average Multiplier (%)	Closest to the Average Score	
Contractor A	10.00	10.8	0.9921	2
Contractor B	9.65		0.9886	3
Contractor C	11.50		0.9929	1
Contractor D	12.00		0.9879	4

CM/GC Best Value Scoring

PROPOSER	Technical Proposal and Interview Score	Construction Phase Multiplier Closest to Average Score	Best Value Score
Contractor A	96130	19.8400	460.89
Contractor B	102110	19.7700	463.47
	Total possible points for Proposal and Interview:		120000
	Proposal and Interview Weight		80
	Price Proposal Weight		20

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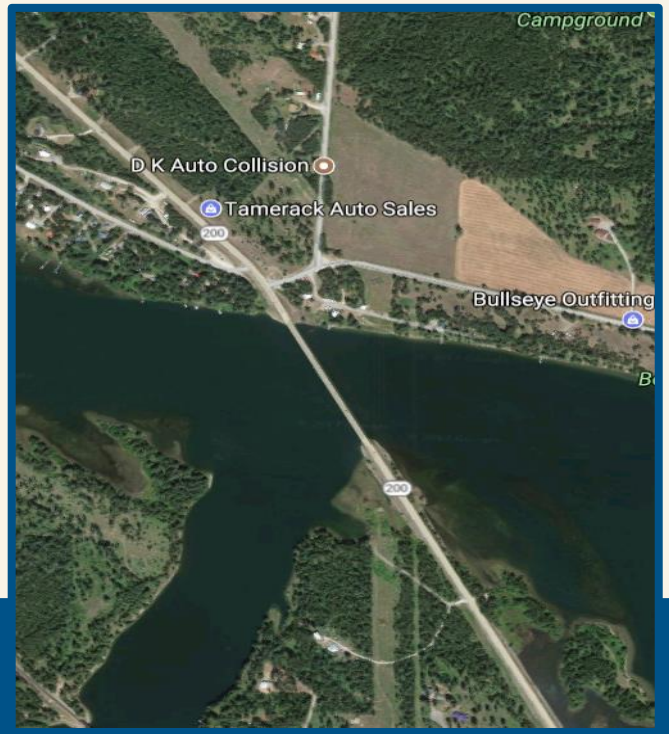


Status of Current and Upcoming CM/GC Projects

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CLARK FORK – 1M NW TROUT CREEK

- Major Bridge Rehabilitation - bridge deck required replacement
- Significant site constraints & major utilities in vicinity of structure
- Accelerated construction utilizing precast bridge deck panels
- Closed to traffic 6/1 to 7/10 (39 days total) – opened 3 days ahead of schedule



- Project Highlights:
  - Accelerated pre-construction phase
  - Robust Public Involvement effort
  - Innovative construction methods using precast panels with accelerated schedule
  - Local fabricator used (Kalispell)

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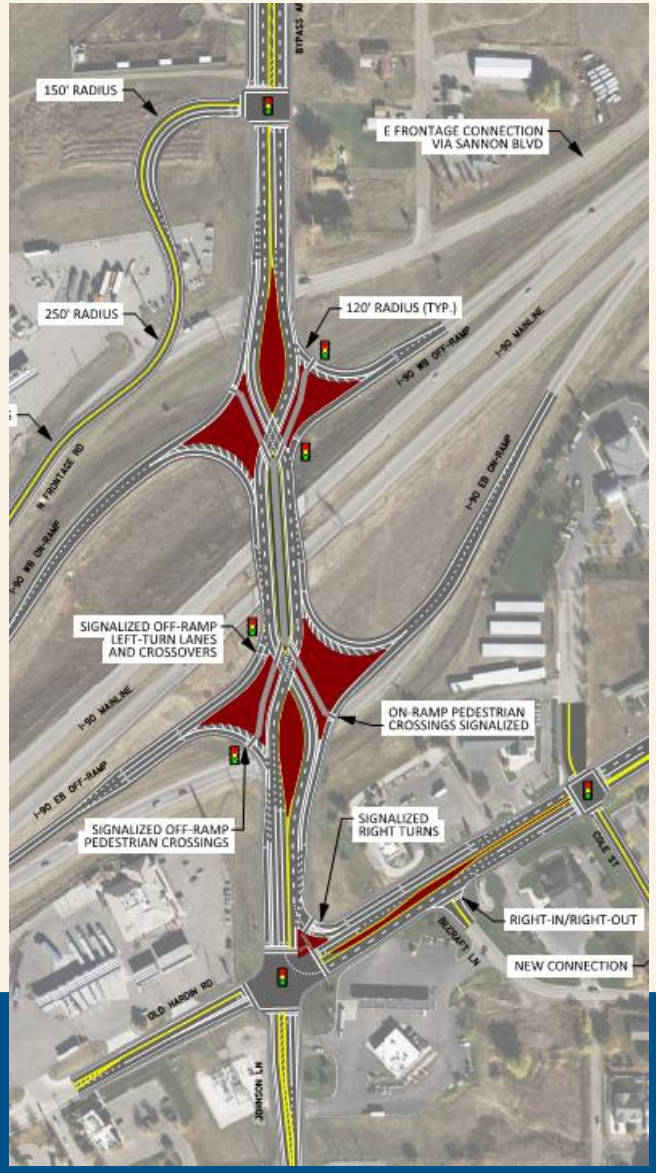
Salmon Lake Reconstruction



- 4.5 Mile Reconstruction in challenging terrain
- Significant geotechnical challenges
- Maintenance of traffic issues
- Status: under design
- Project Highlights:
  - Environmental sensitive design
  - Right of Way constraints
  - Unstable slopes on the right, lake proximity on the left

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JOHNSON LANE INTERCHANGE – BILLINGS BYPASS



- I-90 interchange reconstruction
- Diverging diamond interchange
- Maintenance of traffic issues
- Status: under design
- Project Highlights:
  - Defining an efficient decision process
  - Enhanced MDT participation
  - Design efficiencies
  - Bluebeam used for plan review

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MT-200 Bridges – Lewistown Area



- Replacement/Rehab of 11 timber bridges
- Recently selected a Design Consultant
- Advertise for CM in February 2021
- Advertise for ICE in March 2021
- Project Highlights:
  - Age of existing bridges – all but 2 pre-1940
  - Right of way constraints – limited width
  - Maintaining traffic flow

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LESSONS LEARNED

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Questions & Comments

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MDT CM/GC Guidance Document:
ftp://ftp.mdt.mt.gov/contract/AlternativeContracting/MDT_CMGCGuidance.PDF
(UPDATED DOCUMENT COMING SOON…)

Web link to today's workshop (available soon):
https://www.mdt.mt.gov/business/contracting/alternative.shtml



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