

OP-B-11-C2 CONSTRUCTION MANAGER SELECTION PROCESS

SPECIFIC AUTHORITY

Sections 1001.74(28), 1013.46, F. S.

OBJECTIVE

To provide guidelines for the selection of construction managers.

OVERVIEW

This procedure provides the guidelines for selecting construction managers (CMs) for Florida State University construction projects. It describes conditions for use of construction management, development of selection committee, advertisement for services, development of a short list and the interview process.

A. Conditions for Use of Construction Management

The criteria to be used in determining which projects are candidates for construction management are:

1. Whether the size of the project is sufficiently large and/or complex to require major emphasis on the qualification of the contractor to have specific expertise in performing highly specialized cost estimating, value engineering, and scheduling during the design process with continuity of construction management through both the design and construction phases;
2. Whether the initial construction funding is appropriated and construction is begun with the expectation of substantial appropriations in subsequent years, thereby making it advantageous to retain a single contractor for the duration of the project;
3. Whether the project is an alteration of an occupied facility which requires working around or relocating occupants while keeping the facility fully operational; or,
4. Whether the project is a repair or renovation where conditions requiring correction cannot be determined and specified without extensive contractor involvement in removal and examination process during the design phase.
5. Whether the timely completion of the project is critical to the university's ability to repay debt service or to meet grant obligations.

In addition to these criteria, each project for which construction management services are requested must have an approved facilities program which addresses the aspects of the project that indicate a need for construction management and budget implications of construction management. Adequate funding for preconstruction construction management fees must be available during the planning phase and must be considered when planning funds are requested for appropriation.

B. Summary of Construction Management Approach

The construction manager should be selected during the schematic design phase of the project and made an integral part of the design team. The timing for actions required by these procedures is based on construction manager selection during the schematic design phase. However, if the construction manager is selected at another time, appropriate adjustments must be made. The President shall award and execute construction management contracts.

Contracts for construction management services consist of two phases. The first phase of the contract is for preconstruction services, wherein the construction manager functions as an agent of the owner, is paid a fixed fee for services performed and is an integral part of the design team. Preconstruction services shall include value engineering, scheduling, constructability analyses, etc. and the development of a Guaranteed Maximum Price (GMP). If the GMP is accepted, the second phase (the construction phase) is implemented. During the construction phase, the construction manager ceases to be an agent of the owner, becomes the single point of responsibility for performance of the construction contract for the project and functions in the role of an independent contractor, publicly bidding trade contracts.

C. Formation of Selection Committee

A Construction Manager Selection Committee (committee) should be formed simultaneously with the formation of the Architect/Engineer Certification and Selection Committee. The project architect/engineer may attend the selection meetings in an advisory capacity, at the committee's discretion.

The committee shall:

1. Review the standard criteria listed on the Construction Manager Qualifications Supplement (CMQS) form (forms section). Based on unique requirements of the project, the committee may add up to three (3) additional selection criteria to the CMQS form. The committee reviews weight factors to be applied to each of the categories on the Construction Manager Short List Worksheet (forms section) and revises those factors, as necessary, according to the needs of the project.
2. Determine any additional criteria for interview questions (forms section).
3. Review the standard reference check questions (forms section) and add additional questions pertaining to the unique requirements of the project, if necessary.

D. Advertisement

The University places an advertisement for construction management services in the *Florida Administrative Weekly (FAW)*, as described in FSU Online Policies and Procedures OP-B-11-A Advertisements for Architect/Engineer and Construction Manager Services and Call for Bids. The advertisement shall provide information regarding the project and direct the applicants to the FDC web site for the application forms and additional project information.

E. Preparation of CMQS Form

The project manager develops the CMQS form (forms section) for the project, including any revisions requested by the committee. The bonding information on the first page is to be completed by referring to the Section B-14 of the Project Manual. If three (3) additional questions are not included as Questions 12-14, Questions 15 and 16 are renumbered. The information in Question 16, b-iv, must be completed in accordance with the *FAW* advertisement.

F. Information Posted to Web Page

When the advertisement is submitted for publication in the *FAW*, a copy of the ad, the project fact sheet and the CMQS form are posted to the Facilities Design & Construction (FDC) web site. The project fact sheet shall be generally in the form as that for architect/engineer selection (see FSU Online Policies and Procedures OP-B-11-C1 Architect/Engineer Selection Process.)

G. Development of Short List

After receipt of submittals, copies are provided to each committee member. They are reviewed for completeness by the project manager or designee and irregularities documented for the committee. The project manager or designee also provides the committee with past performance ratings for the applicant firms. Committee members enter these ratings on their Construction Manager Short List Worksheets (forms section).

After review, the committee convenes to develop the short list. The committee members individually evaluate the applicant firms and determine a score for each category on the Construction Manager Short List Worksheet (except for "Past Performance" which is provided by the Project Manager). Each committee member ranks the firms and this information is recorded on the Shortlist Proposal Worksheet (forms section), avoiding ties. The firms with the lowest total rank points will be short listed for interview. Total rank points and short list rank are entered on the Construction Manager Selection Evaluation Form A (forms section) and signed by each member of the selection committee. The short list is no fewer than three (3) and no more than five (5) firms. For a project having three (3) or fewer applicants, each firm is included on the short list. (Rank established on the short list portion of the selection is only considered in the interviews in the event of a tie.) If the project architect/engineer was involved in the short list process, his/her recommended rank is noted for information.

H. Reference Checks

The committee determines the references to be checked for the firms to be interviewed and designates a person to conduct the reference checks. Reference checks should be made from among those references provided for projects on which members of the proposed team were involved. Reference checks are documented using the Construction Manager Reference Check form (forms section) and presented to the selection committee for its consideration in scoring the interviews.

I. Notification of Applicants

Applicants are notified of the short list results by posting the results on the FDC web site. The notification is to include the following statement: "Failure to file a protest within the time prescribed in Chapter 120, Florida Statutes, shall constitute a waiver of proceedings under Chapter 120, Florida Statutes." The University sends the firms which were short listed the following: a description of the interview requirements; a copy of the standard FSU Construction Management Agreement; the time, date and location of the interview; and the length of time allotted for the interview and for questions and answers. Each firm should be requested to provide the committee copies of a written summary of its presentation at the conclusion of the interview.

J. Oral Presentations

Interviews for the selection of a construction manager should be held as soon as possible after the architect/engineer selection. A member of the committee introduces the voting members and the visitors present. Once an applicant has begun the presentation, the door should be closed to minimize interruptions to the applicant's presentation. Applicants are rated in the following areas:

1. Understanding of the Program and Project Requirements

The applicants are evaluated on their understanding of the requirements and needs of the project as demonstrated by their project teams. Applicants are rated on the completeness of their understanding of the factors that are unique to the project, including the thoroughness demonstrated in analyzing and investigating the scope of the project and in preparing for the interview. **The score range is 0-20.**

2. Approach and Method

Applicants are evaluated on their (and their consultants', if any) proposed methods and approaches for preconstruction services, construction staging, scheduling, quality control, safety, coordination and administration of the project. Applicants should be asked to identify by name the key personnel of their proposed team: project executive, project manager, estimator, superintendent and other key staff members to be assigned to the job. **The score range is 0-20.**

3. Ability to Provide Service

Applicants are evaluated on their ability to meet the owner's required timetable and to provide for the special or unique requirements of the project including a projected time line of activities through project completion. Applicants should be asked to discuss their ability to fulfill each particular project requirement and describe all other projects on which team members are currently involved. Results of the reference checks will be considered in this category. **The score range is 0-20.**

K. Question and Answer Period

Following each presentation, a time may be set aside for the committee to ask questions.

L. Committee Recommendation

The architect/engineer should be encouraged to attend the oral presentations. The architect/engineer's ranking should be noted as information. Immediately following the conclusion of the interviews, the selection committee should ask for input from user representatives who attended the interviews, which the committee may consider in developing their scores. The committee discusses the presentations. Committee members individually evaluate the firms based on the construction manager interview criteria, using the Construction Manager Selection Interview Worksheet (forms section). Based on their individual scores, committee members rank the interviewed applicants. The individual ranks are added to obtain the committee score for each of the firms interviewed. The firm with the lowest total score is the firm listed first, etc. In case of a tie, the short list rank breaks the tie. If the short list rank was tied, the firm with more total points from Construction Manager Selection Evaluation Form A (forms section) breaks the tie. The committee's total rank points and final recommended rank are entered on Construction Manager Selection Evaluation Form B (forms section), which must be signed by all committee members.

M. Approval of Committee Recommendation

The committee chairman submits the committee's recommendation to the President for approval. The committee shall not divulge its recommendation to anyone prior to approval of the committee's recommendation by the University President or designee.

N. Notification of Interviewed Firms

Upon approval by the President, each interviewed firm is notified in writing of the results of the selection and the results are posted on the FDC web site. The notification must include the following statement: "Failure to file a protest within the time prescribed in Chapter 120, Florida Statutes, shall constitute a waiver of proceedings under Chapter 120, Florida Statutes."

O. Maintenance of Selection Records

The completed original Construction Manager Selection Evaluation Forms A and B (forms section), related correspondence, notes kept by committee members throughout the selection and the proposals of the applicant firms are filed in the selection files.

NOTE: *The selection committee may reject all proposals and may stop the selection process at any time.*

FORMS

Construction Manager Qualifications Supplement
Short List Worksheet
CM Criteria for Interview Questions
CM Reference Check
CM Short List Proposal Worksheet
CM Selection Evaluation Form A
CM Selection Interview Worksheet
CM Selection Evaluation Form



FLORIDA STATE UNIVERSITY
CONSTRUCTION MANAGER QUALIFICATIONS SUPPLEMENT



INSTRUCTIONS

- A) Please type. Attach additional pages for each numbered section, as necessary.
- B) Attach a reproduction of the current Florida Contractor's License for the APPLICANT.
- C) Attach a letter of intent from a surety company indicating the applicant's bondability for this project. The surety shall acknowledge that the firm may be bonded for each phase of the project, with a potential maximum construction cost of _____. The surety company must be licensed to do business in the State of Florida, must have a Best Rating of "A", and a required financial size of "Class _____".
- D) Number each side of each page consecutively, including letter of interest, brochures, licenses, resumés, supplemental information, etc. Submittals must be limited to 80 pages. Covers, table of contents and divider tabs will not count as pages, provided no additional information is included on those pages. Provide the number of copies of the submittal specified in the advertisement. **Any submittals exceeding the 80-page limit will be disqualified.**
- E) Only individual firms or formal joint ventures may apply. Two (2) firms may not apply jointly unless they have formed a joint venture. (See Question 15.) Any associations will be disqualified. (This does not preclude an applicant from having consultants.)
- F) When ten (10) related projects are requested (Question 4), do not list more than ten (10). When up to three (3) project examples are requested, do not list more than three (3).

1. PROJECT NUMBER _____ PROJECT NAME _____

2. FIRM NAME _____

ADDRESS OF PROPOSED OFFICE IN CHARGE _____

TELEPHONE NUMBER (_____) _____ FED ID NO _____

FLA CORPORATE CHARTER NO _____

3. For how many years has your firm been providing construction management services? _____
 General contracting? _____

4. **EXPERIENCE/REFERENCES (provide this information on a separate sheet:)**
 a. List the ten (10) projects for which your firm has provided/is providing construction management services which are most related to this project. In determining which projects are most related, consider: related size and complexity; how many members of the proposed team worked on the listed project and how recently the project was completed. List the projects in priority order, with the most related project listed first.
 b. For each of the listed projects, provide the following information: construction cost (original GMP and final construction cost), current phase of development, estimated (or past) completion date, type of construction services provided (CM at risk with GMP, CM-agency, design/build, general contractor-low bid, negotiated general contract, subcontractor to prime), owner's contact person and telephone number and the name and telephone number of the project architect.

5. **APPLICANT'S PERSONNEL (provide this information on a separate sheet):**
 a. List total number of firm's personnel, for the applicant office location, by skill group (e.g. project managers, estimators, project engineers, superintendents, etc.)

- b. Name all key personnel which will be part of the construction management team for this project and provide their cities of residence. Describe in detail the experience and expertise of each team member. (Note: Key personnel must be committed to this project for its duration unless excused by the owner.)
 - c. For each project listed in response to Question No. 4, list the members of the proposed team for this project who worked on each listed project and describe their roles in those projects. (This response may be included with the response to Question No. 4.)
 - d. If the team as a whole provided construction management services for any of the projects listed in response to Question No. 4, so indicate.
6. **APPLICANT'S CONSULTANTS (provide this information on a separate sheet):** Name any consultants which are included as part of the proposed team. Describe each consultant's proposed role in the project and its related experience. List projects on which your firm has worked with the consultant.
7. **For three of the projects listed in response to Question No. 4,** describe conflicts or potential conflicts with the owner or with trade contractors and describe the methods used to prevent and/or resolve those conflicts.
8. Describe the types of records, reports, monitoring systems and information management systems which your firm used in the management of those projects. Describe how you used these systems for three (3) of the projects listed in response to Question No. 4.
9. Describe your cost control methods for the preconstruction and construction phases. How do you develop cost estimates and how often are they updated? For three of the projects listed in response to Question No. 4, provide examples of how these techniques were used and what degree of accuracy was achieved. Include examples of successful value engineering to maintain project budgets without sacrificing quality.
10. Describe the way your firm maintains quality control during the pre-construction and construction phases. For three (3) of the projects listed in response to Question No. 4, provide specific examples of how these techniques were used.
11. Describe the way in which your firm develops and maintains project schedules. How often do you update schedules? For three (3) of the projects listed in response to Question No. 4, provide examples of how these techniques were used. Include specific examples of scheduling challenges, and how your firm helped solve them.

(Questions 12-14 may be added at the discretion of the selection committee to address specific project issues.)

15. **Is the applicant a joint venture?** Yes No

If so, describe the division of responsibilities between the participating firms, the offices (location) that will be the primary participants, and the percent interest of each firm. Also, duplicate the signature block and have a principal or officer sign on behalf of each party to the joint venture. Attach a copy of your joint venture agreement to each copy of the submittal. (The joint venture agreement should be numbered within the 80-page submittal.)

16. **Do you make the following acknowledgments/certifications?** If so, sign on the line provided below and have your signature notarized.
- a. Regarding information furnished by the applicant herewith, and as may be provided subsequently (including information presented at interview, if a finalist):
 - i) All information of a factual nature is certified to be true and accurate.
 - ii) All statements of intent or proposed future action (including the assignment of personnel and the provision of services) are commitments that will be honored by the applicant if awarded the contract.
 - b. It is acknowledged that:
 - i) If any information provided by the applicant is found to be, in the opinion of the selection committee or the President, substantially unreliable, this application may be rejected.
 - ii) The selection committee may reject all applicants and may stop the selection process at any time.

- iii) The selection of finalists for interview will be made on the basis of information provided herein. The interviewed firms will be ranked based on their total scores earned in response to the interview questions to be provided to the finalists and the results of the reference checks.
- iv) It is understood that this submittal must be received at _____ no later than _____ p.m., _____ Facsimile (FAX) submittals are **not** acceptable and will **not** be considered.
- c. The undersigned certifies that he/she is a principal or officer of the firm applying for consideration and is authorized to make the above acknowledgments and certifications for and on behalf of the applicant.
- d. The undersigned certifies that the applicant has not been convicted of a public entity crime within the past 36 months, as set forth in Section 287.133, Florida Statutes.
- e. Failure to sign this form will result in disqualification.

For and on behalf of the applicant:

Sworn to and subscribed to me,
a Notary Public, this _____ day
of _____, _____.

By _____

(type name & title)

_____(seal)



FLORIDA STATE UNIVERSITY
CM SELECTION – SHORT LIST WORKSHEET



FS- _____

Letter of Intent	_____
Contractor Lic.	_____
Corp. Charter	_____

Project Name _____

Committee Member Name _____

Applicant Name _____

RELATED EXPERIENCE (24 pts.)

4. EXPERIENCE/REFERENCES

a. List the ten projects for which your firm has provided/is providing construction management services which are most related to this project. In determining which projects are most related, consider: related size and complexity; how many members of the proposed team worked on the listed project and how recently the project was completed. List the projects in priority order, with the most related project listed first.

b. For each of the listed projects, provide the following information: construction cost (original GMP and final construction cost), current phase of development, estimated (or past) completion date, type of construction management services provided (if the applicant provided services as a general contractor, so indicate), owner's contact person and telephone number and the name and telephone number of the project architect.

Notes/Comments:

Score: _____

EXPERIENCE & ABILITY (24 pts)

3. For how many years has your firm been providing _____ construction management services _____ general contracting?

5. APPLICANT'S PERSONNEL

- a. List total number of firm's personnel by skill group (e.g. cost control, scheduling, superintendents, etc.)
- b. Name all key personnel which will be part of the construction management team for this project and provide their cities of residence. Describe in detail the experience and expertise of each team member.
- c. For each project listed in response to Question No. 4, list the members of the proposed team who worked on the project and describe their roles.
- d. If the team as a whole provided construction management services for any of the projects listed in response to Question No. 4, so indicate.

6. APPLICANT'S CONSULTANTS. Name any consultants which are included as part of the proposed team. Describe each consultant's proposed role in the project and its related experience. List projects on which your firm has worked with the consultant in the past.

7. For three of the projects listed in response to Question No. 4, describe conflicts or potential conflicts with the owner or with trade contractors, and describe the methods used to prevent and/or resolve those conflicts.

Notes/Comments:

Score: _____

SERVICES (5 pts.)

8. For three of the projects listed in response to Question No. 4, describe the types of records, reports, monitoring systems and information management systems which your firm used in the management of those projects.

Notes/Comments

Score: _____

COST/QUALITY CONTROL (18 pts.)

9. For three of the projects listed in response to Question No. 4, describe your cost control methods for the preconstruction and construction phases. How did you develop cost estimates and how often were they updated? Provide examples of how these techniques were used and what degree of accuracy was achieved. Include examples of successful value engineering to maintain project budgets without sacrificing quality.

10. For three of the projects listed in response to Question No. 4, describe the way your firm maintained quality control during the pre-construction and construction phases. Provide specific examples of how these techniques were used.

Notes/Comments:

Score: _____

SCHEDULING (9 pts.)

11. For three of the projects listed in response to Question No. 4, describe the way in which your firm developed and maintained project schedules. How did you develop schedules and how often were they updated? Provide examples of how these techniques were used. Include specific examples of scheduling challenges and how your firm helped solve them.

Notes/Comments:

Score: _____

Past Perf.	Related Exp.	Exp. & Ability	Services	Cost/ Quality	Sched.	Total Score



FLORIDA STATE UNIVERSITY
CONSTRUCTION MANAGER CRITERIA FOR INTERVIEW QUESTIONS
(SUGGESTED TOPICS)



1. understanding of the project requirements and knowledge of existing campus conditions
2. knowledge of the local construction market
3. staging and project mobilization plan
4. schedule
5. project program requirements and the established budget
6. subcontractor management
7. safety program
8. quality control approach



FLORIDA STATE UNIVERSITY
CONSTRUCTION MANAGER REFERENCE CHECK



*(This form is to be completed for each of the references checked.
 If the owner's representative cannot be reached, note the attempts in the "Comments" section.)*

Construction Manager _____

Project _____

Who was contacted? _____

Owner (Name of Rep) _____

1. What construction management services were performed? _____

2. What was the project size? \$ _____
3. Was the project completed on time? Yes No
4. Was the project completed within budget? Yes No
5. Did the construction manager make appropriate efforts to assure quality construction? Yes No
6. Was the overall performance of the construction manager: below average average above average
7. Would you hire this firm again? Yes No
8. Do you have any specific impressions (positive or negative) of individuals who worked on the project?

Comments _____

Interview conducted by

 Name

 Date

 Signature



FLORIDA STATE UNIVERSITY
CONSTRUCTION MANAGER SELECTION EVALUATION FORM A



PROJECT NAME _____

FS# _____

SHORT LIST DATE _____

Firm Name	Total Points	Rank	Interview

Selection Committee



FLORIDA STATE UNIVERSITY
CONSTRUCTION MANAGER SELECTION INTERVIEW WORKSHEET



Project Name _____

FS # _____

Date _____

Selection Committee Members: *(list members and enter initials in blocks marked "xx")*

FIRM NAME	XX	XX	XX	XX	Rank Points	Final Rank	A/E's Rank
(Name)							
Understanding (0-20)							
Approach/Method (0-20)							
Ability (0-20)							
Totals							
Rank							
(Name)							
Understanding (0-20)							
Approach/Method (0-20)							
Ability (0-20)							
Totals							
Rank							
(Name)							
Understanding (0-20)							
Approach/Method (0-20)							
Ability (0-20)							
Totals							
Rank							
(Name)							
Understanding (0-20)							
Approach/Method (0-20)							
Ability (0-20)							
Totals							
Rank							



FLORIDA STATE UNIVERSITY
CONSTRUCTION MANAGER SELECTION EVALUATION FORM B



PROJECT NAME _____

FS # _____

INTERVIEW DATE _____

FIRM NAME	Total Points	Rank

Selection Committee
