



State of Connecticut
Capital Projects
Construction Manager At Risk (CMR)
Guaranteed Maximum Price (GMP)
Best Value Selection
Procedure Manual

Prepared For Capital Projects With Oversight By:

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0370– CMR (GMP) Best Value Selection Procedure Manual

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1.0 Overview of the Requirements for the Selection of a Construction Manager At-Risk (CMR) - Maximum Guaranteed Price (GMP):

In accordance with the requirements of CGS § 4b-103 the Commissioner of Public Works may enter into a Construction Manager at-Risk (CMR) project delivery contract for the construction, renovation or alteration of buildings or facilities under the following conditions:

1.1 Maximum Guaranteed Price (GMP) For The Cost Of Construction:

The Commissioner of Public Works shall only enter into a CMR project delivery contract that provides for a Guaranteed Maximum Price (GMP) for the cost of construction. The GMP shall be determined not later than the time of the receipt CMR's Subcontractor Bids and approval by the Commissioner of the CMR's Subcontractor bids.

1.2 Advertisement and Invitation to Bid:

Each CMR shall invite and notice of opportunities to bid on project elements, by advertising, at least once, in one or more newspapers having general circulation in the state. The Construction Manager At Risk shall invite bids from only from Connecticut Department Of Administration Services (DAS) Prequalified Subcontractors that have for the DAS Classification that is designated for the specific project or trade.

1.3 Subcontractor Sealed Bids:

Each bid shall be kept sealed until opened publicly at the time and place as set forth in the notice soliciting such bid.

1.3.1 Lowest Bids/Contract Awards:

The construction manager at risk shall, after consultation with and approval by the commissioner, award any related contracts for project elements to the responsible qualified contractor submitting the lowest bid in compliance with the bid requirements, provided:

- .1 The construction manager at-risk shall not be eligible to submit a bid for any such project element, and;
- .2 Construction shall not begin prior to the determination of the maximum guaranteed price, except for the project elements of site preparation and demolition that have been previously put out to bid and awarded.

2.0 Construction Manager At Risk (CMR) Scopes of Services:

Dependent on the needs of the specific project a CMR can be selected to provide the services in for several Phases of a project.

2.1 Preconstruction Phase Scope of Services:

For the details of the CMR Preconstruction Phase Scope of Services see the CTDWP Sections 00 52 23 - Standard Form of Agreement Between Owner and Construction Manager-At-Risk (CMR) For Guaranteed Maximum Price (GMP) and Section 00 54 13 CMR Preconstruction Phase Supplemental Scope of Services.

The Construction Manager (CMR) shall perform all of the designated Preconstruction Phase Services at each Project's Design Phase Milestones. The DPW PM and Owner's Representative (OR) shall review the CMR's submittals and approve each Project Element to be implemented on the project. The following Design Phase Milestone Table contains the Percent Completion for each CMR Design Phase service:

2.1.1 Summary of Examples of Design Phase Services:

CMR Design Phase Services may include but are not limited to the following:

- .1 Constructability Reviews;
- .2 Blasting and Pile Driving Report;
- .3 Site Logistics Plan;
- .4 Building Excavation Plan.
- .5 Schedule and Phasing Coordination;
- .6 Cost Control Management;
- .7 Construction Documents Conversion Into Subcontractor Bid Packages:



2.1.2 Summary of Examples of Bid Phase Services:

- .1 Develop the Master Project Schedule;
- .2 Bid to DAS Prequalified Subcontractors for each Bid Package;
- .3 Advertise Bids;
- .4 Issue Subcontractor Bid Packages;
- .5 Conduct Preconstruction Conference(s) and Site Visit(s);
- .6 Process All Addenda;
- .7 Receive Bids from Subcontractors and conduct public bid opening;
- .8 Issue a Guaranteed Maximum Price (GMP);
- .9 Execute Subcontractor Agreements;

2.2 Construction Phase Scope Services:

For details of the CMR Construction Phase Scope of Services see the CTDPAW Sections 00 52 23 - Standard Form of Agreement Between Owner and Construction Manager-At-Risk (CMR) For Guaranteed Maximum Price (GMP), 00 72 23 - General Conditions Of The Contract for Construction-CMR, and 01 00 00 - General Requirements – CMR.

2.2.1 Summary of Examples of Construction Phase Services:

CMR Construction Phase Services may include but are not limited to the following:

- .1 Comply with General Conditions - CMR;
- .2 Comply with General Requirements - CMR;
- .3 Conduct Pre-construction Conference;
- .4 Periodic update the Master CPM Schedule;
- .5 Monthly update of Schedule of values;
- .6 Review and Prepare Monthly Progress Payment Requests;
- .7 Periodic Update of Project Cash Flow Projections;
- .8 Act as the Project's Prime Liaison;
- .9 Coordinate subcontractors' Requests for Information (RFI's) and A/E RFI Responses;
- .10 Coordinate all change requests and responses;
- .11 Coordinate All Types of Submittals;
- .12 Coordinate All Types of Testing and Inspections;
- .13 Coordinate Sub-contractors;
- .15 Coordinate Sub-contractor's participation in Commissioning (Cx);
- .16 Provide construction trailers, storage, equipment, barriers, and etc.;
- .17 Provide all Necessary On-site Construction Management Personnel;
- .18 Coordinate Substantial Completion and Turn Over
- .19 Closeout Project.
- .20 Support Documentation Collection For LEED Submissions.

3.0 CMR Shortlist Procedures:

3.1 Preparing the Request For Qualifications (RFQ) Advertisement and Legal Notice:

The DPW Project Manager (PM) shall begin the CMR Shortlist Procedure with the CMR by utilizing the following Tasks:

Task	Project Manager RFQ Advertisement Preparation Tasks:
1.0	DPW PM completes the RFQ Web Advertisement :
2.0	Submit the completed RFQ Web Advertisement to their DPW ADPM for review and approval.
3.0	Complete RFQ Transmittal and submit to their DPW ADPM for review and approval.
4.0	Upon approval by the DPW ADPM the DPW Project Manager shall transmit the RFQ Web Advertisement and RFQ Transmittal to the DPW Selection Unit by both hard copy (with signatures) and electronic copy- for each contract.



Task	Project Manager RFQ Advertisement Preparation Tasks: (Continued)
5.0	The DPW Selection Unit shall insert the information from the approved RFQ Web Advertisement into a RFQ Legal Notice .
6.0	Upon inserting the above information the DPW Selection Unit shall then transmit these documents via RFQ Transmittal To Commissioner to the Commissioner for his signature on the RFQ Legal Notice .
7.0	The RFQ Legal Notice and the RFQ Web Advertisement(s) shall be transferred to Procurement via the RFQ Transmittal To Procurement (multiple projects may be transmitted in one RFQ Legal Notice).

Note:
 The DPW Selection Unit will verify that the content of the **RFQ Web Advertisement** conform to the minimum content requirements. The DPW Selection Unit will (dependant upon schedule) insert the advertisement date and due date. An RFQ Legal Notice transmitted to the Commissioner for his signature may be a composite summary of multiple projects.

3.2 CMR Screening Shortlist Rating Point System:

The DPW Project Manager must indicate on the **RFQ Transmittal** one of the following Screening Rating Point systems to be utilized for the specific contract.

3.2.1 Standard Rating Points: The Screening Criteria Categories have standard rating points (as indicated in the tables below).

3.2.2 Approved Adjusted Rating Points: The Standard Rating Points are allowed to be adjusted only if the Contract meets the following conditions:

- .1 Contract is for services of an unusual nature;
- .2 Written permission from all of the following: DPW Deputy Commissioner, DPW Chief Architect, DPW Chief Engineer, and DPW Director of Project Management;
- .3 The Approved Adjusted Rating Points within the Allowable Point Range as indicated in the tables below.

3.2.3 Example CMR Screening Shortlist Criteria Category Point Table:

Criteria Number	Screening Shortlist Criteria Categories	Standard Rating Points	Allowable Point Range	Approved Adjusted Rating Points
1	Past Performance Data	20	20 <i>(Not Adjustable)</i>	20 <i>(Not Adjustable)</i>
2	Experience with Work of Similar Size and Scope as Required for this Contract	35	35-45	35-45
3	Organizational / Team Structure	30	25-35	25-35
4	Partnering Experience*	15	10-20	10-20
Maximum Total Points per Screening Panel Member		100	100	100

*QBS Selection Evaluations "Partnering Experience" shall refer to the Firm's experience and competence in working as part of a multi-discipline Design-Bid-Build Project, or a multi-discipline Construction Manager At Risk.



3.2.4 Example CMR Screening Shortlist Criteria Standard Point Value Calculations Table:

Criteria Number	Screening Shortlist Criteria Categories (Standard Rating Points)	Standard Grade Point Values			
		A = 100%	B = 80%	C = 60%	D = 0%
1	Past Performance Data	20	16	12	0
2	Experience with Work of Similar Size and Scope as Required for this Contract	35	28	21	0
3	Organizational / Team Structure for this Contract	30	24	18	0
4	Partnering Experience*	15	12	9	0

*QBS Selection Evaluations “**Partnering Experience**” shall refer to the CMR Proposer’s experience and competence in working as part of a multi-discipline Design-Bid-Build Project, or a multi-discipline Construction Manager At Risk Project.

3.2.5 Publication: RFQ Legal Notice (Newspaper):

The **RFQ Legal Notice** contains a statement that all **CMR QBS Submittal Booklets** and all the requirements, attachments, etc. must be submitted at the designated location and the deadline for submitting an offer. Any CMR QBS Submittal Booklets and QBS submittal material such as required supplements, attachments, etc. received after the scheduled deadline shall result in the CMR’s submittal being deemed deficient for this contract and their QBS submittal material shall not be considered for this contract and shall be returned to the Consultant. The CMR shall receive a **Deficient Submittal Letter**.

3.2.6 Posting: Advertisements On State Websites

In accordance with the Governor Rell’s Executive Order No. 3 (12-15-04), and the DPW **Advertising Publication Standards**, the **RFQ Web Advertisement** shall be posted on the Connecticut Department of Administrative Services (CT DAS) “State Contracting Portal” Website. The CT DAS Website shall act as the single electronic portal for purposes of posting all contracting opportunities with state agencies in the executive branch and all higher education agencies and institutions. The **RFQ Web Advertisement** also shall be posted on the CT DPW Website and shall be sent to various trade and professional associations, which may post it on their respective Websites. The **RFQ Web Advertisement** shall contain more detailed project information than the **RFQ Legal Notice** and shall provide interested parties with a CT DPW Web link to the legal submittal requirements and instructions to obtain the requisite forms, including the affidavit forms.

State Advertisement Websites	
CT DAS Website: (State Contracting Portal)	http://www.das.state.ct.us/busopp.asp
CT DPW Website:	http://www.ct.gov/dpw

3.2.7 CMR QBS Submittal Booklet Requirements:

Interested CMR’s shall send their CMR QBS Submittal Booklets to the DPW Selection Unit as specified in the **RFQ Web Advertisement** and as stated in **CMR QBS Submittal Booklet Requirements**.

Each CMR must comply with all submittal requirements, as described in the **RFQ Legal Notice**, **RFQ Web Advertisement** and the **CMR QBS Submittal Booklet Requirements** (for the specific type Consultant services required for the project).



3.2.8 Example CMR QBS Submittal Booklet:

The CMR QBS Submittal Booklet Requirements shall include, but not be limited to, the following:

CMR QBS Submittal Booklet Requirements		
Division	Division Title	Document Name
1	Table of Contents	-
2	CMR Letter of Interest	-
3	CMR QBS Email Registration	CMR QBS Email Registration
4	Pre-qualification Certificates And Major Contractor's License	-
5	Legal Document Requirements	-
6	CMR Screening Shortlist Questionnaire	CMR Screening Shortlist Questionnaire
7	CMR Organizational Charts	-
8	CMR Key Personnel Resumes	-

3.2.9 Review of the CMR QBS Submittal Booklets: Reasons For A Deficient Submittal Designation:

All **CMR QBS Submittal Booklets** shall be reviewed by the DPW Selection Unit staff for compliance with the **RFQ Web Advertisement** and **CMR QBS Submittal Booklet Requirements**. All CMR QBS Submittal Booklets must be submitted at the designated location by the deadline. Any CMR QBS Submittal Booklet received after the scheduled closing time will be returned to the CMR and will **not** be reviewed. There will be **no exceptions**.

CMR's who fail to submit the CMR QBS Submittal Booklets with all of required information or do not submit this information in the specified format at the designated location by the deadline will be deemed a "Deficient Submittal" for this contract and receive a **Deficient Submittal Letter**. The reasons include but are not limited to the following:

Reasons For A Deficient CMR QBS Submittal Designation
QBS Submittal Booklet Late Submission.
QBS Submittal Booklet Format Deficiency.

Note:
CMR QBS Submittal Booklets and submittal material can be deemed a "Deficient Submittal" at any point during the Selection process.

3.2.10 Review of the CMR QBS Submittal Booklets: Reasons For An Ineligibility Designation:

CMR's deemed "Ineligible" shall receive a **Not Eligible Letter**. The reasons a CMR may be deemed "Ineligible" for a specific project include, but are not limited to, the following.

Reasons For An Ineligibility Designation
Affidavits not submitted or correctly completed as per website page instructions.
CMR is not properly licensed in the State (as applicable).
CMR cannot obtain required bonding.
CMR is not properly insured (as applicable).
CMR has been disqualified.

Note:
A CMR can be found not eligible at any point during the Selection process.



3.2.11 Review of the QBS Submittal Booklets Not-Responsive Designation:

Failure to the submit QBS Submittal Booklets (including required affidavits and certifications) by the published Deadline, with the required contents and format, and at the designated location shall result in the CMR Proposer being deemed Not Responsive for consideration on this Contract.

3.2.12 CMR Screening Shortlist Panel Members:

.1 Composition of CMR Screening Shortlist Panel Members:

For each contract, there shall be a separate Screening Panel and a separate Selection Panel of five (5) voting members each. Each Screening and Selection Panel member shall receive a **QBS Panel Member Email Notification**. The DPW Screening Panel Chair shall be the first DPW Project Manager assigned to the screening panel via the random Selection procedure by the DPW Selection Unit (or his/her substitute).

.2 Connecticut Health and Education Facilities Authority (CHEFA) Projects:

There shall be established within the Department of Public Connecticut Health and Education Facilities Authority Construction Services Panels which shall consist of five (5) members. Three (3) of such members shall be appointed by the Commissioner of Public Works, shall serve only for deliberations involving the project for which such members are appointed and shall be current employees of the Department of Public Works. The remaining members shall be appointed by the head or acting head of the user agency and shall serve only for deliberations involving the project for which such members are appointed.

3.2.13 CMR Screening Shortlist Panel Meeting: Screening Shortlist Panel Members Responsibilities:

.1 Mandatory Screening Shortlist Panel Meeting:

There will be a mandatory Screening Shortlist Panel meeting for all Screening Shortlist Panel members that will be coordinated and facilitated by the DPW Project Manager.

NOTES:

1. The DPW Project Manager will only serve as a facilitator for **Task #1** of the screening panel meeting, but is not a voting member.
2. The DPW Project Manager must leave the Screening Panel Meeting at the conclusion of **Task # 1**.
3. The DPW Selection Unit shall designate the Screening Panel Chair.
4. If any member of the Screening is absent from the Screening Panel Meeting they must complete their score sheet and submit it to the Selection Unit as soon as possible.

.2 CMR Screening Shortlist Panel Tasks:

At the Mandatory Screening Shortlist Meeting the Screening Shortlist Panel Members shall have the responsibility to accomplish the following tasks:

Task No. 1 - Overview of Screening Shortlist Procedures:

- | | |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.0 | Project Specific Information (Overview by the DPW PM or Chair and User Agency Representative). |
| 2.0 | Any Unique Or Technical Issues (Overview by the DPW PM or Chair and/or Applicable Expert). |
| 3.0 | Screening Shortlist Panel Member Rating Sheet (Overview by a DPW Selection Unit Staff). |
| 4.0 | CMR Screening Shortlist Evaluation Guide (for the type of consultant service required for the project). (Overview by a DPW Process Management Unit Staff). |



.2 CMR Screening Shortlist Panel Tasks: (Continued)

Task No. 2 - Review All Of The Following Screening Documents:

- 1.0 RFQ – Web Advertisement (Overview by a DPW Selection Unit Staff).
- 2.0 CMR QBS Submittal Booklets (Overview by a DPW Selection Unit Staff).

NOTES:

1. The DPW Selection Unit Staff Member may leave the screening panel meeting after delivering the screening documents and must not be participate during **Task # 2**.
2. None of the above screening documents shall be allowed to be removed from DPW for review at any time prior to or during the screening stage without the approval of the QBS Selection Manager.

Task No. 3 - Evaluate/Rate All Submittals:

- 1.0 Screening Shortlist Panel Members shall utilize the **Screening Shortlist Panel Member Rating Sheet** (and the **CMR Screening Shortlist Evaluation Guide** to rate the Screening Criteria for all submittals.

NOTES:

1. Panel members must rate the submittal qualifications of each individual Consultant against the screening guideline rating criteria (point values modified as applicable).
2. Panel members must not rate individual submittal qualifications in comparison to each other.

Task No. 4 - Collect All Screening Panel Member Rating Sheets:

- 1.0 The DPW Screening Shortlist Panel Chair shall collect each **Screening Shortlist Panel Member Rating** from each panel member for computation by the DPW Selection Unit then perform the following Steps:

Step 1: Compute The Final Scores:

A member of the DPW Selection Unit staff shall compute the final scores of each CMR.

Step 2: Computation Verification:

Another member of the DPW Selection Unit staff, not involved in the original screening computation, shall independently check the original screening computation for accuracy. The completed **Screening Shortlist Ratings Calculation Spreadsheet** shall be signed by both DPW Selection Unit staff members.

3.1.14 CMR Screening Shortlist Records:

Securely bound copies of all CMR QBS Submittal Booklets reviewed by either the Screening Shortlist Panel or shall be returned to DPW Selection Unit. All documents and the **QBS Records Checklist** will be filed with the DPW Selection Unit. Three (3) ring binder copies of CMR QBS Submittal Booklets shall be forwarded to the assigned DPW Project Manager and filed with the Team file.

- .1 All rating information shall be treated as confidential and is not releasable until final contract signing and approval by the Office of the Attorney General. Upon execution of the contract, other CMR's may request a copy of the Shortlist Screening Rating Sheets (DPW Selection Unit).

3.1.15 Deficient Submittal Notification:

The DPW Selection Process Unit shall send a **Deficient Submittal Letter 128** (mail, fax or email) to CMR's containing the reason(s) why their submittal was deemed deficient.

3.1.16 Not Shortlisted Notification

The DPW Selection Process Unit shall send **Not Shortlisted Letter 135** (mail, fax or email) to CMR's notifying them that they have not been shortlisted for this Contract. The letter shall offer the CMR an opportunity for a debriefing once the final contract is negotiated and signed.



3.1.17 Debriefing

All CMR's not Shortlisted that wish to obtain feedback on their initial CMR QBS Submittal Booklets submitted for this Contract may contact DPW Selection Unit and arrange for a debriefing.

NOTE: Debriefings shall **NOT** occur prior to the execution and signing of the CMR Contract for this Project.

4.0 CMR Request For Proposals (RFP):

After all of the CMR's firms that were not Shortlisted have been officially notified then the DPW PM shall prepare a **CMR Request For Proposals (RFP)** to be sent to each of the Shortlisted CMR's notifying them of the specific Date / Time / Location that the CMR RFP is available. Each CMR RFP is comprised of the following

4.1 CMR RFP Project Information and Components:

The CMR RFP contains the following Project Information and Qualitative Criteria Component Submittal Requirements:

CMR Request For Proposals (RFP) : (Examples)

CMR RFP Project Information:

1. Proposed Key Milestone Schedule;
2. Cost of the Work Budget;
3. Proposed Contract Time in Calendar Days;
4. Project Narrative(s) / Description(s);
5. A/E Design Phase Documents.
6. CMR RFP Evaluation Procedure;
7. CMR Agreement (example);
8. General Conditions - CMR (example).

CMR Qualitative Criteria Components Submittal Requirements:

1. Resubmittal of (CMR) QBS Submittal Booklet;
2. CMR Experience;
3. CMR's Project Organization, Personnel Experience and Qualifications;
4. CMR's Project Approach and Project Plan;
5. CMR's Past Performance on CMR Projects;
6. CMR's Safety Plan and Safety Record;
7. CMR Qualitative Criteria Narrative Requirements.

Sealed Cost Components Proposal Submittal Requirements:

1. CMR Cost Proposal Form;
2. Cost Proposal Worksheet.

Note:

All Listed Material May Not Apply To Every CMR RFP Or May Become Applicable At A Latter Date.

5.0 CMR Best Value Based Selection Procedure:

The CMR Selection Procedure utilizes a three (3) step "Best Value Based Selection" Procedure.

- 5.1 **Step 1: CMRs Selection / Interview and Evaluation of CMRs Qualitative Criteria Components Submittals.**
- 5.2 **Step 2: Public Opening of the CMRs Sealed Cost Components Proposal Submittals.**
- 5.3 **Step 3: Best Value Calculation of the CMRs Qualitative Criteria Components Submittals and Sealed Cost Components Proposal Submittals.**



6.0 Step 1: CMRs Selection / Interview and Evaluation of CMRs Qualitative Criteria Components Submittals:

6.1 CMR Selection / Interview Panel Members:

In accordance with the Connecticut General Statutes there shall be established within the Department of Public Works State Construction Services Selection / Interview Panels which shall consist of five (5) members. Four (4) of such members shall be appointed by the commissioner, shall serve only for deliberations involving the project for which such members are appointed, and shall be current or retired employees of the Department of Public Works. The remaining member shall be appointed by the head or acting head of the user agency and shall serve only for deliberations involving the project for which such member is appointed.

6.1.1 Connecticut Health and Education Facilities Authority (CHEFA) Funded Projects:

In accordance with the Connecticut General Statutes there shall be established within the Department of Public Works a Connecticut Health and Education Facilities Authority Construction Services (CHEFA) Panel for CHEFA Funded Projects which shall consist of five (5) members. Three (3) of such members shall be appointed by the Commissioner of Public Works, shall serve only for deliberations involving the project for which such members are appointed and shall be current employees of the Department of Public Works. The remaining members shall be appointed by the head or acting head of the user agency and shall serve only for deliberations involving the project for which such members are appointed.

6.2 Mandatory Pre-Selection / Interview - CMR Proposal Review Meeting:

Prior to the Selection / Interview there will be a Mandatory CMR Proposal Review Meeting of the Selection / Interview Panel Members to review the Qualitative Criteria Components of each CMRs RFP Proposal that will be coordinated and facilitated by the DPW Project Manager.

6.2.1 CMR Proposal Qualitative Criteria Components Review Checklist:

At the Pre-Selection / Interview - CMR Proposal Review Meeting the Panel Members shall have the responsibility to review all of the following information from the **CMR Proposal Review Guideline / Checklist**:

Example
CMR Proposal Qualitative Criteria Components Review Checklist:
The Selection / Interview Panel Members shall review each of the following Tabs of each CMR's QBS Submittal Booklet for Compliance.
Step 1
Review the Following:
TAB 2: Letter of Interest:
The CMR's Letter of Interest explains why their Firm and their proposed team have the qualifications and past performance to be selected for this specific contract.
TAB 4: DAS Pre-qualification Certificate and DCP Major Contractor's License:
<ul style="list-style-type: none"> • Verify that CMR has submitted a DAS Pre-qualification Certificate and a DAS Update Certificate for the DAS Contractor Prequalification Classification for Construction Manager At Risk (Group A). • Verify that CMR has submitted a Connecticut Major Contractor's License issued by the Connecticut Department of Consumer Protection (DCP).



6.2.1 CMR Proposal Qualitative Criteria Components Review Checklist: (Continued)

Example CMR Proposal Submittal Proposal Components Review Checklist: (Continued)	
TAB 6: CMR Screening Shortlist Questionnaire:	
<ul style="list-style-type: none"> • Each prospective CMR must answer all of the following questions and provide all requested information, where applicable. Any prospective CMR failing to do so may be deemed to be not responsive and not responsible; • Negative answers to all other questions will be considered “unsatisfactory”; • Answers to the following six (6) questions may cause the prospective CMR to be deemed not nonresponsive. 	
Question No.:	Item Name
1.	<p>License: Has your firm's contractor's license ever been suspended or revoked by the Connecticut Department of Consumer Protection? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p>
2.	<p>DAS Prequalification Certification; Has your firm ever been deemed not Pre-qualified by DAS for a DAS Classification Construction Manager At Risk (Group A)? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p>
3.	<p>Construction Management At Risk Experience: <i>(See the CMR's Phone Reference Documentation for the Projects listed in CMR's Response to Question Number 3.)</i> Since 2000, has your firm completed and reached substantial completion on three (3) or more projects in a urban, campus setting such as a higher educational institution, medical center, or similar type of project having equal or greater size, complexity, and construction dollar value of this project for which subcontractor bids are to be submitted. The prospective CMR must have been the Construction Manager At Risk (CMR) for the projects, which shall have been completed through competitive public bidding. YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>If yes, provide the following information on such projects. Provide the same information for each project, a minimum of three (3) [maximum of five (5)] projects:</p> <p>Note: The DPW PM shall conduct the CMR's Phone Reference calls.</p>
4.	<p>Safety / Criminal;</p> <p>4.1 List all willful or serious violations of any Occupational Safety and Health Act (OSHA) or of any standard, order or regulation promulgated pursuant to such act, during the three year period preceding the CMR Screening Shortlisting for this Project.</p> <p>4.2 Has your organization had any criminal convictions related to the injury or death of any employee in the three-year period preceding the CMR Screening Shortlisting for this project? YES <input type="checkbox"/>, NO <input type="checkbox"/></p> <p>4.3 Does your firm have a written injury and illness prevention program? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>4.4 Will your firm have personnel permanently assigned to safety on this project? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>If yes, state the names of all such personnel who will be assigned and individually list their specific duties (if necessary, list additional names in Section 11 Prospective CMR Comments, in this Questionnaire):</p>
5.	<p>Surety/contracts taken over by surety or unable to obtain bonding; Is your firm able to obtain the required bonding for 100% of the amount of the contract price range or Greater? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p>



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6.2.1 CMR Proposal Qualitative Criteria Components Review Checklist: (Continued)

Example CMR Proposal Submittal Proposal Components Review Checklist: (Continued)	
Question No.:	Item Name
6.	<p>Insurance.</p> <p>Is your firm able to obtain the following insurance in the limits stated? (See Article 36 of the General Conditions of the Contract for Construction, Department of Public Works, State of Connecticut.)</p> <p>6.1. Commercial General Liability: Including Bodily Injury and Property Damage. Policy must include: Explosion, Collapse and Underground Hazards; Completed Operations Coverage; Contractual Liability. \$_____ each occurrence \$_____ annual aggregate. YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>6.2 Owner's and Contractor's Protective Liability: total limit of \$_____ for all damages arising out of bodily injury or death of persons in any one accident or occurrence and for all damages arising out of injury or destruction of property in any one accident or occurrence and subject to a total (aggregate) limit of \$_____ for all damages arising out of bodily injury to or death of persons in all accidents or occurrences and out of injury to or destruction of property during the policy period. YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>6.3 Commercial Automobile Liability: Including Bodily Injury and Property Damage (Owned, Hired and Non-Owned): A total limit of \$_____ for all damages arising out of bodily injuries to or death of all persons in any one accident or occurrence and for all damages arising out of injury to or destruction of property in any one accident or occurrence. In cases where an insurance policy shows an aggregate limit as part of the automobile liability coverage, the aggregate limit must be at least \$_____. YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>6.4 Workers' Compensation and Employer's Liability (as required by Connecticut Law) and Employers' Liability: Workers' Compensation and Employer's Liability as required by Connecticut Law and employers' liability with a limit of not less than \$_____ per occurrence, \$_____ disease policy limit and \$_____ disease each employee. YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>6.5 Inland Marine/Transit Insurance. With respect to property with values in excess of (\$_____) which is rigged, hauled, or situated at the site pending installation, the CMR shall maintain inland marine/transit insurance provided the coverage is not afforded by a Builder's Risk policy YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>6.6 Professional Services Liability. The CMR shall furnish evidence by way of a certificate of insurance that it has obtained a professional services liability insurance policy with (\$_____) minimum coverage for negligence and errors and omissions. YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>6.7 Umbrella Liability Insurance: Umbrella liability insurance provides additional coverage when the limits of insurance on an underlying policy or several different underlying policies are exceeded in the amount of \$_____. YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p>
7.	<p>Claims History: (Information submitted for informational purposes only):</p>



6.2.1 CMR Proposal Qualitative Criteria Components Review Checklist: (Continued)

Example CMR Proposal Submittal Proposal Components Review Checklist: (Continued)	
Question No.:	Item Name
8.	Affirmative Action:
	<p>8.1 Does your firm have a written affirmative action program for employment? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>If yes, provide a copy of the written program.</p> <p>8.2 Does your firm have a written affirmative action program for the use of subcontractors and suppliers that are Minority Business Enterprises (MBE's), Woman Business Enterprises (WBEs), or Small Business Enterprises (SBE's)? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>If yes, provide a copy of the written program.</p>
9.	Quality Assurance/Quality Control:
	<p>Does your firm have a written quality assurance program? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>If yes, provide a copy of the written program.</p>
10.	Prior Disqualification: (Information submitted for informational purposes only)
	<p>10.1 Has your firm ever been formally disqualified from performing work for the State Of Connecticut? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>If yes, provide the following information for each such disqualification</p> <p>10.2 Has your firm ever been formally disqualified from performing work for any contracting entity other than the State of Connecticut? YES <input type="checkbox"/>, NO <input type="checkbox"/>.</p> <p>If yes, provide the following information for each such disqualification:</p>
TAB 7: CMR Preconstruction Phase Key Personnel:	
	<p>7.1 Preconstruction Services Organizational Chart: Submit a proposed organizational chart the indicating the names and roles of Key Personnel that shall provide Preconstruction Scope of Services as described in Section 00 54 13 Construction Management At Risk (CMR) Preconstruction Phase Supplemental Scope of Services of the CMR RFP.</p> <p>7.2 Resumes: Attached a resume, that includes the following information, for each Key Personnel that provides Preconstruction Services as shown in the Preconstruction Services Organizational Charts that Includes all of the following information:</p> <p>7.2.1 Position/Job Function Description;</p> <p>7.2.2 Staff Member Name;</p> <p>7.2.3 Staff Member Title;</p> <p>7.2.4 Years Employed By Your Firm;</p> <p>7.2.5 Years In Present Position/Job Function.</p>



6.2.1 CMR Proposal Qualitative Criteria Components Review Checklist: (Continued)

Example CMR Proposal Submittal Proposal Components Review Checklist: (Continued)	
TAB 8 CMR Construction Phase Key Personnel:	
8.1	Construction Services Organizational Chart: Submit a proposed organizational chart the indicating the names and roles of Key Personnel that shall provide Construction Scope of Services as described in the following: <ul style="list-style-type: none"> • 00 52 23 - Construction Management At Risk (CMR) Agreement, Article 2 - Construction Manager At Risk Responsibilities; • Exhibit B, CMR – GMP Cost Allocation Matrix; • Section, 00 72 23, Division 00 General Conditions of the Contract for Construction – CMR; • Section, 01 10 00, Division 01, General Requirements – CMR.
8.2	Resumes: Attached a resume, that includes the following information, for each Key Personnel that provides Preconstruction Services as shown in the Preconstruction Services Organizational Charts that Includes all of the following information:
	8.2.1 Position/Job Function Description;
	8.2.2 Staff Member Name;
	8.2.3 Staff Member Title;
	8.2.4 Years Employed By Your Firm;
	8.2.5 Years In Present Position/Job Function.
Step 2 Review the Following:	
CMR Qualitative Criteria Narrative:	
Read the CMR's Qualitative Criteria Narrative submitted in the CMR's Proposal Narrative three (3) to six (6) for the following Qualitative Criteria Components:	
Qualitative Criteria Components – Point Scoring Table Outline:	
Qualitative Criteria:	
1.	Experience.
2.	Project Organization, Personnel Experience and Qualifications.
3.	Project Approach and Preliminary Project Plan.
4.	Past Performance on CMR projects, GC Projects, Or Other Relevant Performance Data.
5.	Schedule Performance.
6.	Safety Record.

6.3 CMR Selection Interview:

6.3.1 During Each Selection / Interview:

Each Selection / Interview Panel Member shall take notes on the presentation on the **CMR-Proposal Selection /Interview Rating Sheet** for the purposes of evaluating the presentation in relationship to the five Selection Interview Criteria Categories.

6.3.2 Questions & Answer Period:

Immediately following the Presentation, there will be fifteen (15) minutes of Questions and Answers (Q&A) allotted for follow up questions by the CMR Selection / Interview Panel Members. The CMR presentation and responses to the follow-up questions shall be evaluated and rated by the Selection / Interview Panel Members in accordance with the **CMR-Proposal Selection / Interview Rating Sheet**.



6.3.3 End Of Each Interview:

At the conclusion of the Q&A period, the CMR Proposer shall exit the interview room. After the CMR has exited the Selection / Interview, a brief discussion of the Selection / Interview Panel Members shall take place solely to discuss any question or answer that was confusing or not understood. Each Selection / Interview Panel Member shall then individually note in **(PENCIL)** their rating of the CMR on each of the criteria on the **CMR-Proposal Selection / Interview Rating Sheet** and give it to the DPW Chair at the end of that interview discussion.

6.3.4 At the End Of All Interviews:

All of the individual ratings will be reviewed and discussed as a group at the conclusion all of the presentations. The Selection / Interview Panel Members shall evaluate the individual scoring categories and shall utilize **ALL** of the following information to evaluate and rate each CMR for the following:

- .1 The CMR's overall staffing plan and the Staff Qualifications of key individuals; and
- .2 The CMR's overall project approach and general project schedule shall be compared as part the Best Value Selection Process; and
- .3 CMR's Submittal Booklet; and
- .4 CMR Qualitative Criteria Narrative Response; and
- .5 CMR's Interview Presentation.

6.4 Qualitative Criteria Components – Rating Points Evaluation:

After the review and group discussion each Selection / Interview Panel Member shall then individually mark in **(INK)** their rating of the CMRs on each of the criteria on the **CMR-Proposal Selection / Interview Rating Sheet** sign it and give the rating to the DPW Chair at the end of this discussion. **All Ratings Points Scores shall be A, B, C, or D Grades and shall be based on the following Criteria Component Grading:**

6.4.1 Qualitative Criteria Components – Rating Points Table:

Example Qualitative Criteria Components – Rating Points Table:		
Example of Qualitative Criteria:		Points Values
.1	Experience: The CMR proposer has verifiable construction management at risk experience with a client group that demonstrates the proposer's performance can best satisfy CT-DPW project needs.	10
.2	Project Organization, Personnel Experience and Qualifications: Confirmation that the Proposer's professional and personnel staff who will serve as <u>primary project staff</u> possess appropriate project experience and can demonstrate successful related construction management work experience and construction manager at risk experience; with evaluation emphasis placed on the technical expertise and credentials of the proposed project staff. This evaluation will focus on the proposed project superintendent, plus the field support staff. This same staff shall be identified in the CMR Agreement. [NOTE: 50% of the rating is based on the Superintendent and key "on site" project staff and 50% is based on the balance of CMR Project Organization.]	30
.3	Project Approach and Preliminary Project Plan: In the response to the RFP, the proposer shall demonstrate its approach to the construction management at risk process indicating a clear understanding of the purpose, service, scope, and objectives of this RFP. The CMR Qualitative Proposal will include the Proposed Project Plan and General Construction Schedule, plus other detail, as appropriate, for example a preliminary site utilization plan, etc. The submission shall include information related to the CMRs approach and prior success related to Subcontractor Coordination, Management of Sub Contractors, Budget Performance; Schedule Performance, Claims Avoidance, and effective Project Closeout (90 day goal).	20



6.4.1 Qualitative Criteria Components – Rating Points Table: (Continued)

Example Qualitative Criteria Components – Rating Points Table: (Continued)		
	Example of Qualitative Criteria:	Points Values
.4	<p>Past Performance on CMR projects, GC Projects, Or Other Relevant Performance Data: The proposer shall include in the RFP response specific Project Examples, Reference Contracts and other relevant information to allow DPW to evaluation the CMR's past performance on related government and or private sector construction management contracts. [NOTE: DPW shall base much of this past performance rating on the material submitted as part of the QBS Submission Package].</p>	20
.5	<p>Schedule Performance: Project Schedule compliance is very important. The CMR proposal shall include examples of past scheduling performance, on time project delivery, in-house scheduling capabilities, and successful schedule recovery on past projects. Related Owner references shall be furnished. Preliminary schedule comments on this project may be included. The RFP Package includes information on the planed projects duration. [The project construction duration <u>may</u> be refined as part of the GMP buy out process.]</p>	10
.6	<p>Safety Record: The CMR Proposers will be rated based on their past safety record and their proposed safety program.</p>	10
Total Possible Qualitative Points		100

6.4.2 Criteria Components Grading:

All Ratings Points Scores shall be **A, B, C, or D Grades** and shall be based on the following Criteria Component Grading:

Grades	Rating Points	Six (6) Qualitative Criteria Components Rating Guide
A	100	Grade is reserved only for a Proposal that exceeds the minimum expectations and requirements of the specific Criteria Component in the Request for Proposals.
B	85	Grade is for a Proposal that completely fulfills the minimum expectations and requirements of the specific Criteria Component in the Request for Proposals.
C	70	Grade is for a Proposal that barely (i.e. within a lower standard) fulfills the minimum expectations and requirements of the specific Criteria Component in the Request for Proposals.
D	50	Grade is for a Proposal that does not properly fulfill the minimum expectations and requirements of the specific Criteria Component in the Request for Proposals.

Note: Any "A" or "D" ratings must be supported by a brief written justification and any CMR Proposer with a majority of "D" Criteria Components Grades from the Selection Panel Members Total Rating Scores shall **NOT** be recommended.



7.0 Step 2: Public Opening of CMR Sealed Cost Components Proposal Submittals:

After the conclusion of all of the CMR Interviews and **Qualitative Criteria Components Rating Evaluation** and in accordance with the Key Milestone Schedule of **Section 00 24 19.2 Project Scope, Proposal Submittal Requirements, Evaluation, And Selection Procedures CMR (GMP)** of the CMR RFP for the project there shall be a Public Opening of each shortlisted CMR's Sealed Cost Components Proposal Submittal.

7.1 Review and Evaluation of the Sealed Cost Component Proposal Submittals:

The following Components the CMR Selection / Interview Panel Members shall be review and evaluate each shortlisted CMR's Sealed Cost Proposal Submittal to for compliance with the requirements CMR RFP:

7.1.1 Section 00 42 23 CMR Cost Proposal Form;

7.1.2 Cost Proposal Worksheet.

7.2 Not-Responsive Designation:

Failure of a CMR to the submit **Sealed Total Cost Components** (including any required affidavits and certifications) by the published Deadline, with the required contents and format, and at the designated location shall result in the CMR Proposer being deemed Not-Responsive for consideration on this Contract.

7.2.1 CMR Total Cost Proposal submittals shall include all work indicated in the CMR Request for Proposal (RFP) **without any exceptions, clarifications, and/or exclusions. Submission of any exceptions, clarifications and/or exclusions SHALL result in the CMR's Proposal being deemed Not Responsive.**

8.0 Step 3: Best Value Calculation of the CMRs Qualitative Criteria Components Submittals and Sealed Cost Components Proposal Submittals:

After the Public Opening and evaluation of the **CMRs Sealed Cost Components Proposal Submittals**, and in accordance with the Key Milestone Schedule of **Section 00 24 19.2 Project Scope, Proposal Submittal Requirements, Evaluation, And Selection Procedures CMR (GMP)** of the CMR RFP, the CMR Best Value Based Selection Calculation Procedure begins.

8.1 CMR Best Value Based Selection Calculation Procedure Summary:

The Best Value CMR Rankings for each CMR Proposer shall be determined as follows:

8.1.1 CMR's Average Total Qualitative Points Calculation:

The CMR's Average Total Qualitative Points of all of the Selection Panel Members Qualitative Point scores is computed for each CMR Proposer.

8.1.2 Quality Incentive Factor:

DPW will adjust the Total Average Qualitative Points score via the following Quality Incentive Factors. This reflects DPW's preference for the more highly Qualified Firms. Each Firm's Total Average Qualitative Points will be adjusted per the following table:

CMR's Total Average Qualitative Points (Rounded to nearest whole number.)				Quality Incentive Factor		Adjusted CMR's Total Average Qualitative Points (Rounded to nearest whole number.)	
95	→	100	×	1.20	=	114	→ 120
90	→	94	×	1.15	=	104	→ 108
85	→	90	×	1.10	=	94	→ 99
80	→	84	×	1.05	=	84	→ 88
70	→	79	×	1.00	=	70	→ 79
0	→	69	×	0.00			0

NOTE: If a Firm's Total Cost Proposal is more than 20% below the average of the other two (2) or three (3) Firm's Cost Proposals, then that Firm will be considered "non-responsive". This is to preclude a Firm with an unusually low "Cost Proposal" from distorting the "Cost Per Unit Of Quality" calculations that represent the Firm that will provide the "Best Value" CMR Services necessary for support of estimated "Cost of the Work" of the Project.



8.1.2 Adjusted CMR's Total Average Qualitative Point Calculation:

The Total Lump Sum Proposal Cost In Dollars (\$) is then divided by the Adjusted CMR's Total Average Qualitative Point for each CMR Proposal to determine a Cost Per Unit Of Quality for each CMR.

8.1.3 Lowest Cost Per Unit Of Quality: The CMR Proposal with the Lowest Cost Per Unit Of Quality shall be the deemed the Best Value Proposal.

8.1 CMR Best Value Based Selection Calculation Procedure Summary:

For each CMR Proposer, the Total Cost Percentage shall be applied to the Construction Budget contained in the Part 1 of CMR RFP to obtain the Total Cost in Dollars.

4.3.1 The Total Qualitative Point average of all of the Selection Panel Members Qualitative Point scores is computed for each CMR Proposer.

4.3.2 The Cost of the Work (Dollars) is the Amount (Dollars) as published in the CMR RFP.

4.3.3 The Total Lump Proposed Cost (Dollars) is then divided by the Adjusted CMR's Total Average Qualitative Point for each CMR Proposal to determine a Cost Per Unit of Quality for each CMR.

4.3.4 The CMR Proposal with the **lowest** Cost Per Unit of Quality shall be the deemed the Best Value Proposal.

8.2 CMR Best Value Score Calculation (Example):

The following is an example of Best Value Proposal Score Calculation:

CMR Proposer	CMR's Total Lump Sum Proposal Cost In Dollars (\$)	CMR's Average Total Qualitative Points Multiplied By Quality Incentive Factor Equals Adjusted CMR's Total Average Qualitative Points	Cost Per Unit Of Quality	CMR Rankings
A	\$7,000,000	89 X 1.10 = 98	\$71,229.00	2
B	\$7,500,000	94 X 1.15 = 108	\$69,444.00	1
C	\$6,500,000	82 X 1.05 = 86	\$75,581.00	3

NOTE: DPW will utilize the sum of **three (3)** cost components in the DPW "Best Value Score Calculation" from the **CMR's Total Cost Proposal Breakdown Table** of Section 00 42 23 CMR Cost Proposal Form the as follows:

- Item No. 1 Preconstruction Phase Services Cost plus;
- Item No. 2 Construction Phase Services Cost plus;
- Item No. 3 CMR Fee equals;
- Item No. 4 CMR's Total Lump Sum Proposal Cost In Dollars (\$).

8.2.1 CMR Best Value Proposal Determination:

In the above example the CMR Proposal "B" is determined to be the Best Value Proposal and is selected. It must be noted that in this example that the **lowest** Cost Per Unit Of Quality proposal does not represent the lowest cost submitted, but the lowest cost per unit of quality within the established budget.

- .1 In the event the CMR Agreement award is unsuccessful then the CMR with the next lowest Best Value Cost Per Unit Of Quality proposal is selected.
- .2 Any CMR Proposer with a majority of "D" Criteria Components Grades from the Selection Panel Members Total Rating Scores shall **NOT** be recommended.



8.2.2 Tie Breaker Protocol:

In the event of a tie score, the CMR Proposer with the lowest Cost per Unit of Quality proposal as was calculated for the User Agency shall be determined to be the Best Value Proposal. If, at this time, there still remains a tie then the Best Value Proposal shall be determined by a single toss of coin by the 2 tied CMR Proposers.

8.3 CMR Selection Notification and Award:

The commissioner shall select a Construction Managers At Risk from among the Construction Managers At Risk who are selected and recommended by the CMR Interview/Award Panel. The DPW Selection Unit shall submit a **Commissioner Selection Approval Memorandum 144** to the DPW Commissioner who shall make the final Selection from the list of most qualified Consultants submitted by DPW Selection Unit. If the DPW Commissioner does not select the highest rated Consultant listed by the CMR Interview/Award Panel, then he or she shall prepare a written explanation of such decision.

8.3.1 Selection Results Notifications:

After the DPW Commissioner has made the Selection, the DPW Selection Unit shall send a **Conditional Selection Letter** to the successful CMR. That Unit shall also send a **Not Selected Letter 146** to all other CMR's who shortlisted but were not selected, and will advise the Selection/Interview Panel Members of the results.

8.3.2 Selection Records:

Securely bound copies of all CMR Submittal Booklets shall be returned to DPW Selection Unit. All documents and the **QBS Records Checklist 147** will be filed with the DPW Selection Unit. Three (3) ring binder copies of CMR QBS Submittal Booklets shall be forwarded to the assigned DPW Project Manager filed with the Team file.

- .1 All rating information shall be treated as confidential and is not releasable until final contract signing and approval by the Office of the Attorney General. Upon execution of the contract, other CMR's may request a copy of the screening and selection rating sheets (DPW Selection Unit).

8.3.3 Debriefing:

All CMR's wishing to obtain feedback on their CMR QBS Submittal Booklet, or their interview presentation may request a Debriefing meeting by contacting the DPW Selection Unit. The DPW Process Unit Manager or another designee is exclusively responsible for conducting a debriefing with CMR's who were not chosen.

8.3.4 Award of CMR Agreement:

When all of the required supplemental CMR Submittal documents have been submitted to the DPW Legal Unit and approved then a CMR Agreement shall then be written and processed for approval. Prior to the start of work, the Funds for CMR Pre-Construction Services Cost must be in place and the CMR Agreement must have then been approved by the DPW Commissioner, and the Office of the Attorney General.

End

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Best Value Selection
Procedure Manual