

## THE UNIVERSITY OF WEST FLORIDA

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### Architectural & Engineering Services

Rescinded Chancellor's Memorandum No: CM-N-07.01-02/99

September 2002

**SUBJECT:** Construction Manager Selection Process

**AUTHORITY:** Sections 255.29, F. S., Rules 6C-14.004, 6C-14.0055, and 6C-14.007, F.A.C.

**POLICY/PURPOSE:** To provide guidelines for the selection of construction managers

**Conditions for Use of Construction Management.** The criteria to be used in determining which projects are candidates for construction management are provided in Rule 6C-14.0055(2), F.A.C. In addition to those criteria, each project for which construction management services is requested must have an approved facilities program. The program should address the aspects of the project that indicate a need for construction management and budget implications of construction management. Adequate funding for pre-construction construction management fees must be available during the planning phase and must be considered when planning funds are requested for appropriation. When construction management has been identified as the project delivery method in the building program, the "Notice to Professional Consultants" shall alert applicants to that fact.

**Summary of Construction Management Approach.** The construction manager should be appointed 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, or his designee, shall award and execute construction management contracts.

Contracts for construction management services consist of two phases. The first phase of the contract is for pre-construction 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. Pre-construction services shall include value engineering, scheduling, construct ability 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.

**University Consideration of Construction Management Delivery System.** When a University is considering the use of construction management services to implement a project, the University explains the justification for its decision in the facilities program. The program must outline the circumstances justifying the use of construction management. If the approved program for a project does not include a provision for construction management, and the University later decides to use construction management services, it must include an approval letter from the president or his designee justifying the use of construction management services in the project files.

**Formation of Certification and Selection Committee.** A Construction Manager Certification and Selection Committee (Committee) should be formed, simultaneously with the formation of the Architect/Engineer Certification and Selection Committee. The Committee composition shall be as provided in Rule 6C-14.0055, F.A.C. The Committee shall:

- a. Review the standard criteria listed on the Construction Manager Qualifications Supplement (CMQS) form (Attachment 1). Based on unique requirements of the project, the Committee may add up to three 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 (Attachment 2) and revises those factors, as necessary, according to the needs of the project.
- b. Determine construction manager criteria for interview questions (Attachment 3).
- c. Review the pre-construction services required in the standard construction management contract and agree upon any required additional services or deletion of standard services that may be warranted.
- d. Review the standard reference check questions (Attachment 4) and add additional questions pertaining to the unique requirements of the project, if necessary.

**Advertisement.** At approximately the time the notice to proceed with development of conceptual schematics is issued to the architect/engineer, the University places an advertisement for construction management services in the *Florida Administrative Weekly (FAW)*. "Advertisements for Architect/Engineer and Construction Manager Services and Call for Bids" shall provide information regarding application and direct the applicants to contact the University for the application forms and project information.

**Preparation of CMQS Form.** The University develops the CMQS form (Attachment 1) for the project, including any revisions requested by the Committee. The use of Division of Colleges and Universities (DCU) past evaluation information is encouraged. The information in Question 17 must be completed in accordance with the *FAW* advertisement.

**University Response to Interested Firms.** The University shall provide those firms indicating an interest in the project with the CMQS form, the Project Fact Sheet (Attachment 1, "Architect and Engineer Selection Process"), and related information.

**Development of Short List.** After receipt of submittals, the University reviews them for completeness and documents irregularities for the Committee. 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 (Attachment 2). Each Committee member ranks the firms on the Shortlist Proposal Worksheet (Attachment 5), 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 (Attachment 6) and signed by each member of the Selection Committee. The short list is no fewer than three and no more than five firms. For a project having three 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.

**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 (Attachment 4) and presented to the Selection Committee for its consideration in scoring the interviews.

**Notification of Applicants.** The University sends each firm that applied for consideration a certified letter, return receipt requested, notifying it of the short listed firms. The notification is to include the following statement: "Failure to file a protest within the time prescribed in s. 120.57(3), Florida Statutes, shall constitute a waiver of proceedings under Chapter 120, Florida Statutes." The University sends the firms which were short listed the following, if available: a copy of the approved facilities program; a copy of the latest approved design documents prepared by the project architect/ engineer; a description of the interview requirements; a copy of the standard University of West Florida **Construction Management Agreement** (Attachment #9); 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.

**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:**

- a. **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.**
- b. **Approach and Method:** Applicants are evaluated on their (and their consultants', if any) proposed methods and approaches for pre-construction 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.**
- c. **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. The Applicants should be asked to discuss their ability to fulfill each particular project requirement and to 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.**
- d. **Minority Business Enterprise (MBE) Approach:** Applicants are evaluated on their approach to including MBEs in the project. **The score range is 0-5.**

**Question and Answer Period.** Following each presentation, a time may be set-aside for the Committee to ask questions.

**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. 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. 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 (Attachment 6) breaks the tie. The Committee's total rank points and final recommended rank are entered on Construction Manager Selection Evaluation Form B (Attachment 8), which must be signed by all Committee members.

**Approval of Committee Recommendation.** The Director of Architectural and Engineering Services submits the Committee's selection to the President, or His/Her Designee for approval. The Committee shall not divulge its selection to anyone prior to approval by the University president.

**Notification of Interviewed Firms.** Upon approval by the President or his/her designee, the University notifies each interviewed firm in writing of the results of the selection. The notification is sent certified mail, return receipt requested. The notification must include the following statement: "Failure to file a protest within the time prescribed in s. 120.57(3), Florida Statutes, shall constitute a waiver of proceedings under Chapter 120, Florida Statutes."

**Maintenance of Selection Records.** The completed original Construction Manager Selection Evaluation Forms A and B, related correspondence, notes kept by Committee members throughout the selection, and the proposals of the applicant firms are filed by the Office Manager in the Department of Architectural & Engineering Services.

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

**ATTACHMENT 1**

**BOARD OF TRUSTEES  
The University of West Florida**

**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 bond ability 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, resumes, 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 firms may not apply jointly unless they have formed a joint venture (see Question 16.) Any associations will be disqualified. (This does not preclude an applicant from having consultants.)
- F) When ten related projects are requested (Question 4), do not list more than ten. When up to three project examples are requested, do not list more than three.

1. **PROJECT NUMBER:** \_\_\_\_\_ **PROJECT NAME:** \_\_\_\_\_

2. **FIRM NAME:** \_\_\_\_\_  
**ADDRESS OF PROPOSED OFFICE IN CHARGE:** \_\_\_\_\_  
**TELEPHONE NUMBER:** \_\_\_\_\_ **FED. I.D. 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 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 that 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 that your firm used in the management of those projects. Describe how you used these systems for three of the projects listed in response to Question No. 4.
- 9.** Describe your cost control methods for the pre-construction 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 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 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.

- 12. Describe how your firm assists minority business enterprises and involves them in projects. For three of the projects listed in response to Question No. 4, describe your approach to MBE participation and what percentage of MBE participation was achieved?**

(Questions 13-15 may be added at the discretion of the Selection Committee to address specific project issues.)

- 16. 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.)

- 17. 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, 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 \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
(type name & title)

\_\_\_\_\_  
(seal)

**ATTACHMENT 2**

**BOARD OF TRUSTEES  
The University of West Florida**

**Construction Manager Short List Worksheet**

**Project No.** \_\_\_\_\_

**Committee Member Name:** \_\_\_\_\_

**Applicant Name:** \_\_\_\_\_

**RELATED EXPERIENCE (30 pts.)**

**Notes/Comments:**

**Score:** \_\_\_\_\_

**EXPERIENCE & ABILITY (30 pts)**

1. Years providing: \_\_\_\_\_ construction management services: \_\_\_\_\_ general contracting?
2. APPLICANT'S PERSONNEL
  - a. Total personnel, for the applicant office location, by skill group (e.g. project managers, estimators, project engineers, superintendents, etc.)
  - b. Key personnel and cities of residence. Describe the experience and expertise of each team member.
  - c. Members of the proposed team who worked on listed projects and describe their roles.
  - d. Did the team as a whole provide CM services for any of the listed projects?
3. APPLICANT'S CONSULTANTS. Consultants proposed role in the project and related experience. List projects on which your firm has worked with the consultant.
4. Distance firm is from Pensacola.
5. EXPERIENCE/REFERENCES: 10 related projects (size and complexity; how many members of the proposed team worked on the listed project; and, how recently the project was completed): construction cost (original GMP and final construction cost), current phase of development, completion date, type of construction management services provided, Owner's contact, project architect.

**Notes/Comments:**

**Score:** \_\_\_\_\_

**SERVICES (7 pts.)**

6. Records, reports, monitoring systems, and information management systems

**Notes/Comments:**

**Score:** \_\_\_\_\_

**COST/QUALITY CONTROL (18 pts.)**

- 7. Cost Control
- 8. Quality Control

**Notes/Comments:**

**Score:** \_\_\_\_\_

**9. SCHEDULING (10 pts.)**

**Notes/Comments:**

**Score:** \_\_\_\_\_

**10. MBE (5 pts.)**

**Notes/Comments:**

**Score:** \_\_\_\_\_

**Rel. Exp. Exp. & Abil. Svcs. Cost/Qual. Sched. MBE Total Score**  
\_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ + \_\_\_\_\_ = \_\_\_\_\_

**ATTACHMENT 3**

**BOARD OF TRUSTEES  
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**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. MBE program
7. Subcontractor management
8. Safety program
9. Quality control approach

**ATTACHMENT 4**

**BOARD OF TRUSTEES  
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**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: \_\_\_\_\_

**ATTACHMENT 5**

**BOARD OF TRUSTEES**  
**The University of West Florida**

**CONSTRUCTION MANAGER SHORTLIST**

**PROPOSAL WORKSHEET**

Project Title & Number: \_\_\_\_\_

Date: \_\_\_\_\_

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

Rank Final A/E's

FIRM NAME _____	Rank	Rank	A/E's Rank
Understanding (0-20) _____			
Approach/Method (0-20) _____			
Ability (0-20) _____			
MBE (0-5) _____			
Totals _____			
Rank _____			

FIRM NAME _____			
Understanding (0-20) _____			
Approach/Method (0-20) _____			
Ability (0-20) _____			
MBE (0-5) _____			
Totals _____			
Rank _____			

FIRM NAME _____			
Understanding (0-20) _____			
Approach/Method (0-20) _____			
Ability (0-20) _____			
MBE (0-5) _____			
Totals _____			
Rank _____			

FIRM NAME _____			
Understanding (0-20) _____			
Approach/Method (0-20) _____			
Ability (0-20) _____			
MBE (0-5) _____			
Totals _____			
Rank _____			

**ATTACHMENT 6**

**BOARD OF TRUSTEES  
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**Construction Manager Selection Evaluation Form A**

**Project:** \_\_\_\_\_

**Shortlist Date:** \_\_\_\_\_

**Total:** \_\_\_\_\_

**FIRM NAME** \_\_\_\_\_ **Points Rank Interview**

**FIRM NAME** \_\_\_\_\_ **Points Rank Interview**

**Selection Committee:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**ATTACHMENT 7**

**BOARD OF TRUSTEES  
The University of West Florida**

**CONSTRUCTION MANAGER SELECTION**

**INTERVIEW WORKSHEET**

Project Title & Number: \_\_\_\_\_

Date: \_\_\_\_\_

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

FIRM NAME \_\_\_\_\_  
Understanding (0-20) \_\_\_\_\_  
Approach/Method (0-20) \_\_\_\_\_  
Ability (0-20) \_\_\_\_\_  
MBE (0-5) \_\_\_\_\_  
Totals \_\_\_\_\_  
Rank \_\_\_\_\_

FIRM NAME \_\_\_\_\_  
Understanding (0-20) \_\_\_\_\_  
Approach/Method (0-20) \_\_\_\_\_  
Ability (0-20) \_\_\_\_\_  
MBE (0-5) \_\_\_\_\_  
Totals \_\_\_\_\_  
Rank \_\_\_\_\_

FIRM NAME \_\_\_\_\_  
Understanding (0-20) \_\_\_\_\_  
Approach/Method (0-20) \_\_\_\_\_  
Ability (0-20) \_\_\_\_\_  
MBE (0-5) \_\_\_\_\_  
Totals \_\_\_\_\_  
Rank \_\_\_\_\_

FIRM NAME \_\_\_\_\_  
Understanding (0-20) \_\_\_\_\_  
Approach/Method (0-20) \_\_\_\_\_  
Ability (0-20) \_\_\_\_\_  
MBE (0-5) \_\_\_\_\_  
Totals \_\_\_\_\_  
Rank \_\_\_\_\_



**ATTACHMENT 8**

**BOARD OF TRUSTEES  
The University of West Florida**

**Construction Manager Selection Evaluation Form B**

**Project Name:** \_\_\_\_\_

**Interview Date:** \_\_\_\_\_

**FIRM NAME** \_\_\_\_\_ **Total Points** **Rank**

**FIRM NAME** \_\_\_\_\_ **Total Points** **Rank**

**FIRM NAME** \_\_\_\_\_ **Total Points** **Rank**

**FIRM NAME** \_\_\_\_\_ **Total Points** **Rank**

Selection Committee:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**ATTACHMENT 9**

**BOARD OF TRUSTEES**  
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