

CCA CMGC 101

An Introduction to the Construction Management/General Contractor Delivery Method



In Memory of Jim McMinimee, P.E.



Agenda

- **Welcome/Introduction**
- **CMGC basics**
- **CDOT Project Delivery Selection Matrix**
- **CDOT Selection Panel**
- **Pre-Ad / Pre- Proposal Efforts**
- **Request for Proposal:**
- **Interview**
- **Feedback and Debriefings**
- **Open Discussion / Q+A**



CMGC basics

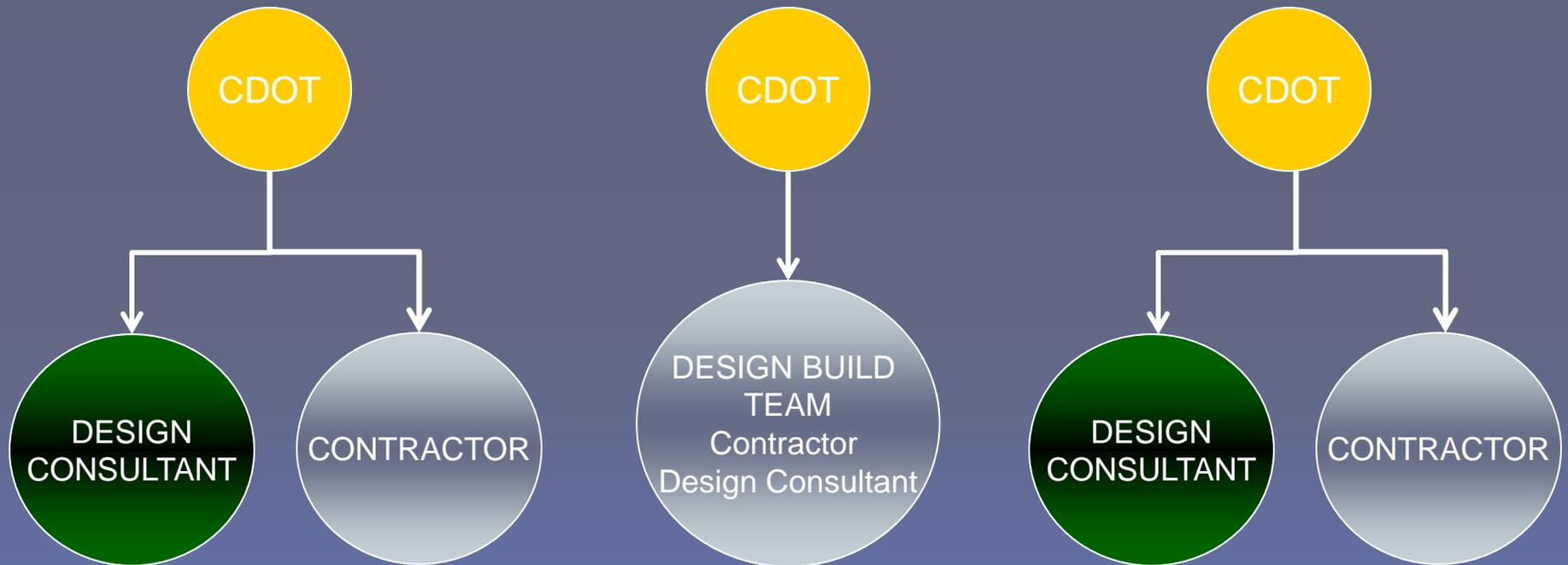
- FHWA Every Day Counts

CMGC basics

- CM/GC is Construction Manager/General Contracting.
- Based off of the vertical CMAR or Construction Manager at Risk.
- A contracting method that involves a Contractor in both the design and construction phases of a project.
- The intent is to form a partnership with CDOT, the Design Consultant, and the Contractor. The focus is on a partnership in which mitigates risk, improves the construction schedule, streamlines the design process, and produces a project that adheres to the budget. An important role of the Contractor is to help acquire the constructability information to reduce risk in the design and construction phase.

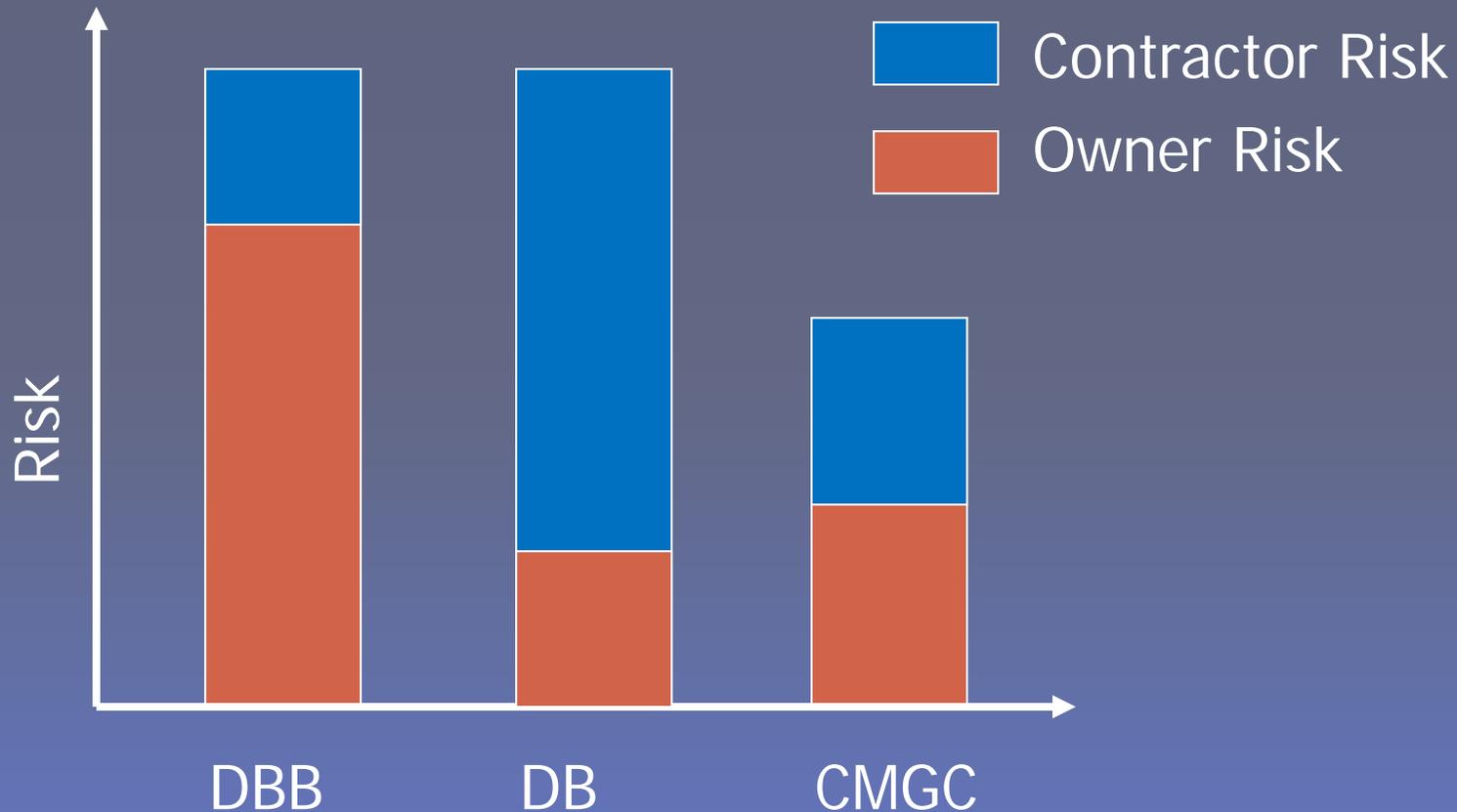
CMGC basics

- What is the different between D-B-B, D-B, and CM/GC?



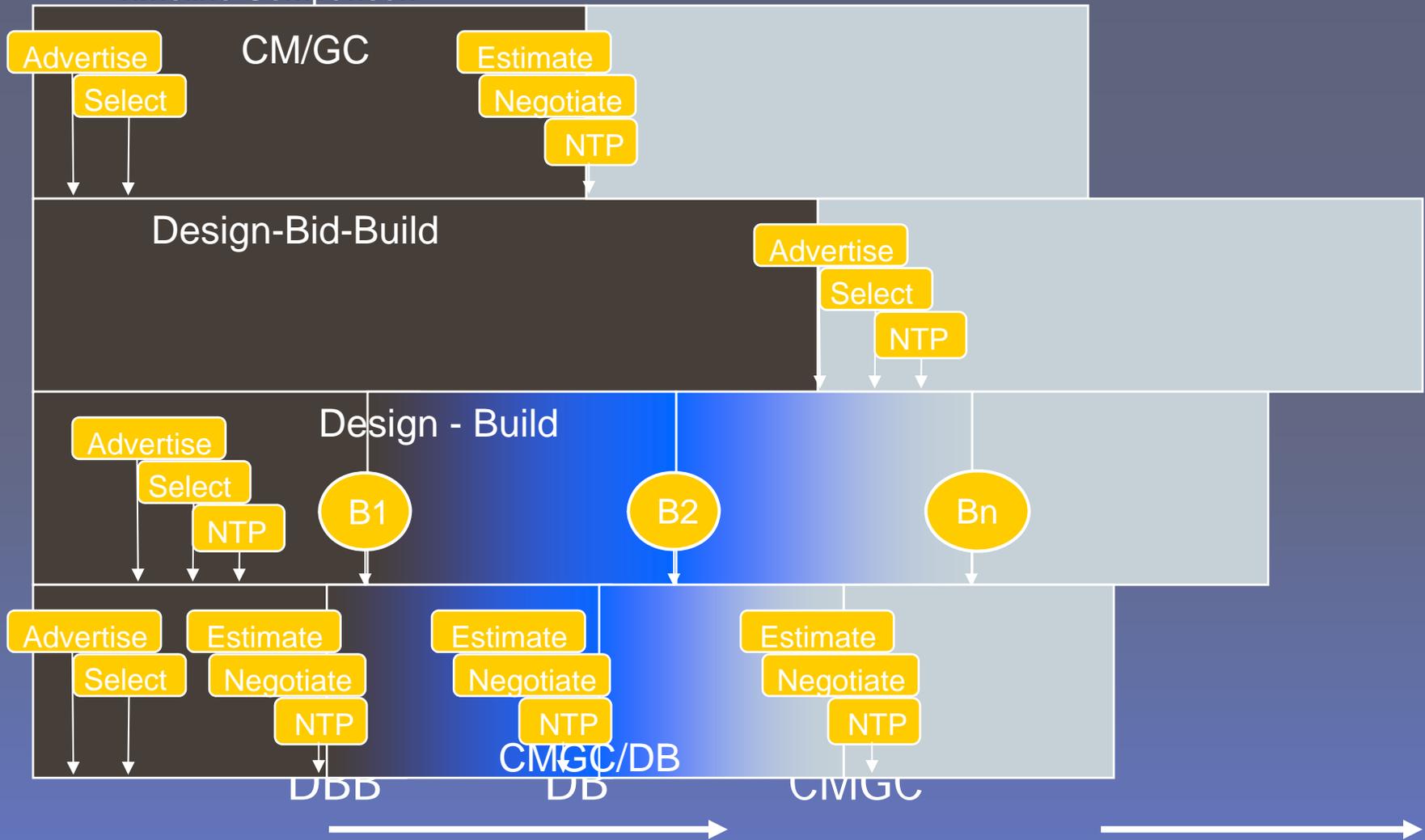
CMGC basics

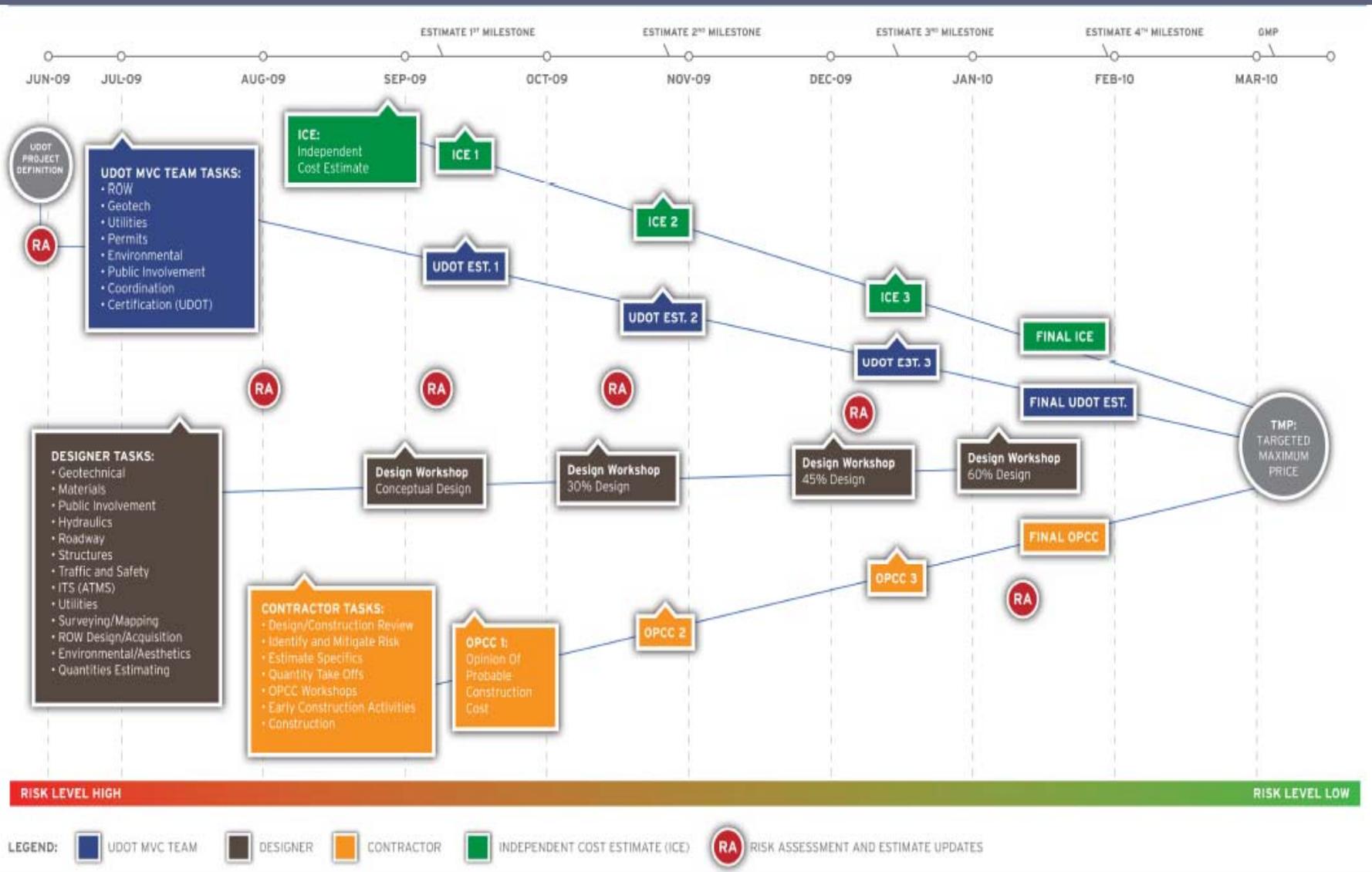
- What is the different between D-B-B, D-B, and CM/GC?
 - Risk Allocation – CM/GC is a shared risk approach.



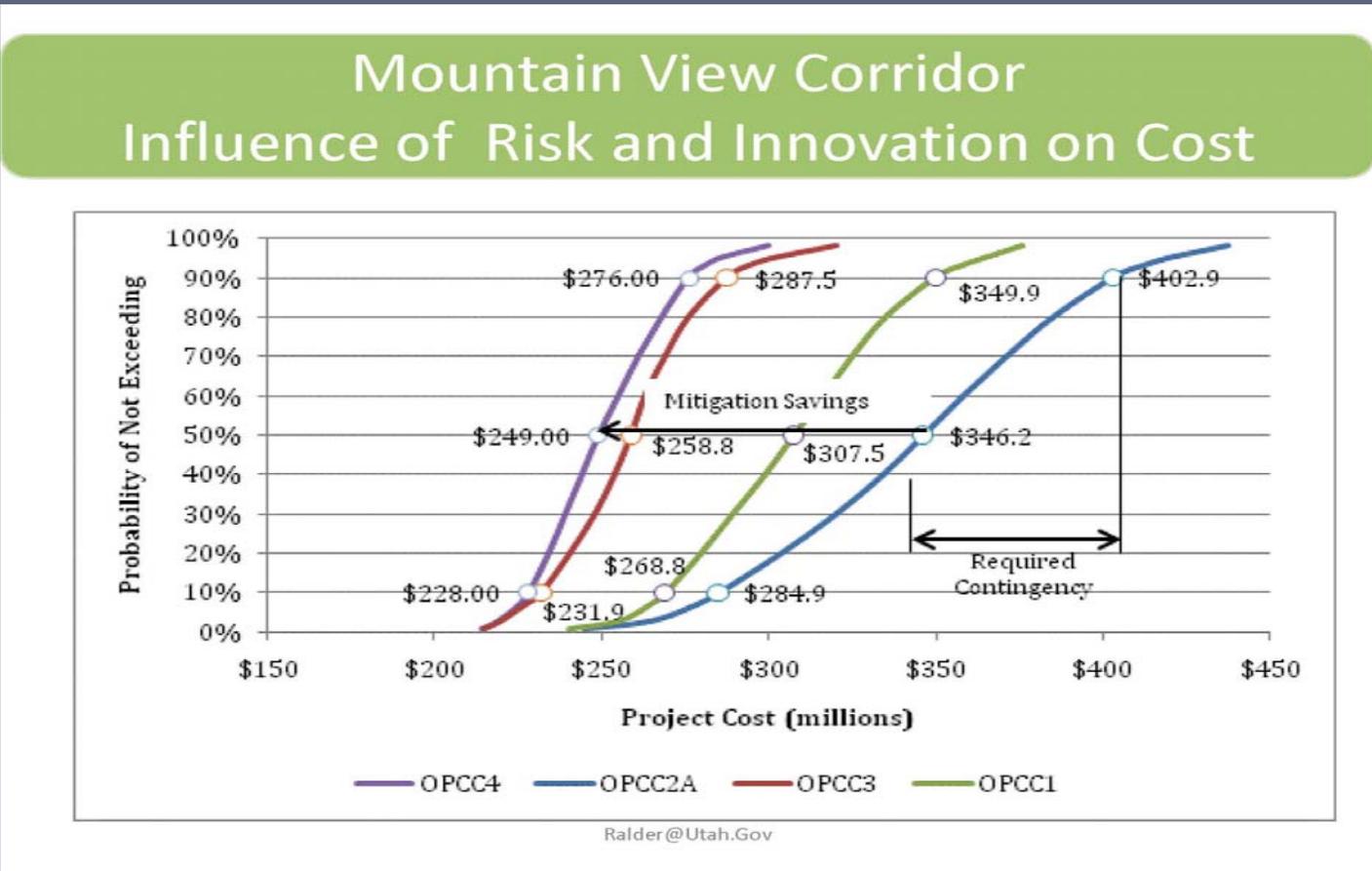
CMGC basics

Timeline Comparison





- What about costs? Large and Mega Projects?

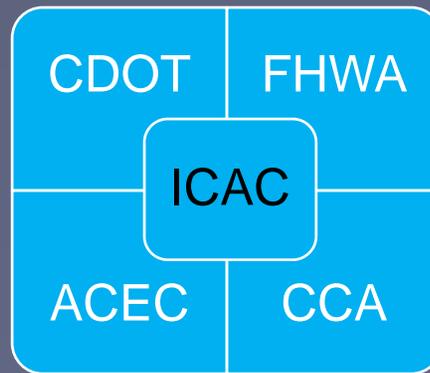


CMGC basics

- CMGC Application at CDOT
 - CDOT has procured five CMGC projects since 2009.
 - Construction has been completed on one project and four are in preconstruction phase. Three projects will enter the construction phase during the Summer of 2012.
 - Projects include electrical, tunnel widening, bridges, and Accelerated Bridge Construction.
 - CMGC selection utilizes the CDOT Project Delivery Selection Matrix, FHWA concurrence, Chief Engineer concurrence.
 - RFPs, scoring, and contracts established for first five projects.
 - CMGC is just one tool in CDOT's innovative contracting toolbox.

CMGC basics

- Innovative Contracting Advisory Committee (ICAC)



- The ICAC is a group of ACEC, CCA, CDOT, FHWA, Academic members that meet to discuss delivery methods, contracting, challenges, and innovative contracting methods for use on CDOT projects.
- This group has subcommittees that tackle each major issue in innovative contracting including design-build, CMGC, private public partnerships, and quality control.

CDOT Project Delivery Selection Matrix

See second presentation.

CDOT Selection Panel

- What is their job?
 - To score proposals, interviews, and review the CM/GC Fee Proposals once qualitative scoring is complete.
 - They meet three times together:
 - Pre-Scoring Meeting – Distribute proposals, scoring forms, review project goals, scope, and go through project specific CMGC selection panel training.
 - Short List Meeting – Occurs after the Selection Panel read, review, score, and provide feedback for the proposals. Discuss variances in scoring and finalize the short list for interviews.
 - Interview Meeting – Occurs once the short list has been established and interviews are scheduled. Score interviews and review final scoring after CMGC fee proposals are opened.

CDOT Selection Panel

- How are these individuals selected?
 - Individuals are selected based on project knowledge, specialty knowledge, involvement on the project, understanding of goals, and CDOT. Final membership is up to the region project person
 - Do they understand the project, goals, and complexities of the project? – Yes all members are required to review and understand the project, goals, and complexities of the project.
 - What is their expertise? – Expertise will vary from project to project. Bridge projects may have more bridge expertise, environmental projects, environmental expertise, construction, etc.
 - How CDOT ensures panelists have a common understanding of CDOT's priorities for the project? – Training, review of materials, and involvement in the project.

CDOT Selection Panel

- How are these individuals selected?
 - A Program Engineer Level Manager is required on all Selection Panels (PE III or Higher)
 - CDOT personnel only unless entity has a financial stake in the project. For example, FHWA members may be on selection panels on federalized projects.
 - CDOT is looking into Selection Panel guidance for regions to ensure consistency and understanding in selecting panel members.

CDOT Selection Panel

- What training is involved with being on the selection panel and what is the time commitment?
 - All members of selection panels undergo Selection Panel Training before they receive proposals and scoring books.
 - Project Specific and Scoring Training
 - Review the project goals, complexities, risks, and characteristics of the work.
 - Review Schedule, budget, and scope.
 - Review scoring books, feedback requirements, and scoring system (0% to 90%).

CDOT Selection Panel

- Selection Panel Time Commitments
 - 3-4 hour Panel Training
 - Each panel member spends 2-3 hours per proposal.
 - Example: 10 proposals – 20-30 hours to review proposals.
 - 1 full day for interviews.
- Selection Panel Membership is confidential.
 - Maintain objectivity.
 - Prevent contact or pressure during procurement.
 - To have one point of contract for the project.
 - Maintain relationships.
 - All members sign NDA's.

Pre-Ad / Pre- Proposal Efforts

- What should a contractor be considering before the RFP comes out?
 - Project Research and Background Information Gathering
 - Keep up on projects. If there is long term planning on projects and studies, they are on the CDOT webpage.
 - Planning, Planning, and more Planning.
 - Strategize on Proposal
 - Approach to Project/Team
 - Approach to Cost/Strengths

Pre-Ad / Pre- Proposal Efforts

- Statement of Interest
 - Non-Binding – This means a contractor does not need to submit a letter to submit a proposal.
 - Are required to schedule 1 on 1 Informal Briefings
- 1 on 1 Informal Briefings
 - Introduce your team and firm.
 - Ask questions.
 - Learn more about the project goals, complexities, scope, team, region, and timeline for procurement.
 - Listen and take notes.
 - Proprietary questions can be asked here.
 - These meetings don't have scoring implications.

Pre-Ad / Pre- Proposal Efforts

- Pre-Proposal Conference
 - Mandatory Meeting for Contractor's to submit proposals. Contractor's must sign in and be present.
 - Overview of the Project and Project Goals.
 - Any changes and updates.
 - Clarifications about the RFP.
 - Ask questions and ask about the RFP, Contracts

RFP and the Proposals

- **Panel Discussion with representatives of CM/GC projects**
 - Good, Better, Best!
 - What does best qualified mean?
 - Qualifications – For example, specific examples of how past experience on a prior project are analogous to the CM/GC project and how that knowledge can be beneficially incorporated into the design and/or construction phases; Project Management Team, Team Capability
 - Understanding of project – For example, clear communication that the contractor has thoroughly reviewed all aspects of the project and has a clear understanding of owner's concerns; project goals; innovations and tracking.
 - Approach to cost and CM/GC delivery – clear explanation of a contractor's competitive advantages with regard to pricing (for example, proximity to aggregate pit); decision making and resolution, schedule, risk, and subcontractors.
 - DBE considerations

RFP and the Proposals

- **Panel Discussion with representatives of CM/GC projects**
 - Project Goal Rankings or Tiers of Project Goals (5-8 Project Goals)
 - What does CDOT really want to see in a proposal?
 - What is the most important aspect of the RFP?
 - Collaboration and team building?
 - Proprietary or unique capabilities?

RFP and the Proposals

- Panel Discussion with representatives of 4 CM/GC projects
 - Scoring System – What does it really mean?

Qualitative Assessment Guidelines

Selection Team members will individually review and score each proposal category according to the criteria set forth in the RFP. Team members will evaluate each category sub-factor listed in this Evaluation Manual and assign those sub-factors a Qualitative Assessment Percentage according to the scoring range listed below:

90-100%	The Proposer demonstrates a complete understanding of the subject and an approach that significantly exceeds the stated requirements and objectives of this project. The proposal communicates an outstanding level of quality. The Proposer's qualifications are exceptional.
70-89%	The Proposer demonstrates a strong understanding of the subject and an approach that meets the stated requirements and objectives of this project. The proposal communicates a high level of quality. The Proposer's qualifications are above average.
40-69%	The Proposer demonstrates a general understanding of the project and an approach containing some weaknesses/deficiencies regarding the stated requirements and objectives of this project. The proposal communicates an average level of quality. The Proposer's qualifications are adequate.
20-39%	The Proposer demonstrates a vague understanding of the project and an approach containing significant weaknesses/deficiencies regarding the stated requirements and objectives of this project. The proposal communicates a below-average level of quality. The Proposer's qualifications raise questions about the Proposer's ability to successfully complete the work.
0-19%	The Proposer demonstrates insufficient understanding of the subject and an approach that fails to meet the stated requirements and objectives of this project. The proposal communicates a low level of quality. The Proposer's qualifications do not indicate the likelihood that the work will be completed successfully.

RFP and the Proposals

- Panel Discussion with representatives of 4 CM/GC projects
 - CMGC Management Price Percentage?

Costs NOT TO BE included in CM/GC Percentage	Management Fee	Costs TO BE included in CM/GC Management Fee Percentage
Costs for the categories below will be negotiated and included in the direct "Cost of the Work"		Other indirect and non-reimbursable costs to be included in the CM/GC fee percentage are listed below
Mobilization		Project Principal – all costs
Project Manager		Cost Estimator services during Construction Phase –all costs. (Note: Cost Estimator services during Pre-construction Phase are reimbursable as included in the Pre-construction Services Fee (Form "J"))
Construction Manager/Superintendent		Project Manager relocation, housing, and subsistence costs.
All other on-site, construction management staff as approved by the Agency		Construction Manager/Superintendent relocation, housing, and subsistence costs.
On-site administrative staff ,including clerical and secretarial staff		Additional CM/GC staff relocation, housing, and subsistence cost.
All project direct costs related to Safety		Home, branch and regional office administrative support staff and all related costs
All project direct costs related to Quality Control		Home, branch and regional office safety support staff and all related costs
Project office costs for cleaning, set-up/demob, maintenance, security, utilities, rent/lease, equipment, and furniture		Home, branch and regional office quality control support staff and all related costs
Materials and equipment handling, including shipping/transport to site and storage costs		Profit
Costs to co-locate with Agency staff		
Job site temporary toilet facilities and maintenance		
Partnering workshops		
Construction rental equipment		
Actual cost of permits		

The Interview

1. The Presentation
 2. Team Challenge
 3. Questions and Answers
- Each part of the interview is looking at a different aspect of the qualifications and capability of the team. Experience, practice, communication, and how the team works with each other is on display at the interview.
 - Each part of the interview is different because each proposer is different and unique.
 - Each part of the interview is also looking at who the project team is really going to work with.

The Interview



The Presentation

- Summarize the Statement of Interest (SOI)/Proposal and describe the Contractor's Innovation Ideas and Unique Resources
- This is the part of the interview where the Proposer needs to communicate to the Selection Panel why it should be chosen.
- What strategies and abilities does the Proposer bring to this CM/GC project that makes it the best candidate?
- There is no right approach to the presentation. Anything is open to the group to utilize in the communication of their team's qualifications.
- Video, boards, graphics, etc.
- It is up to the proposer to put together the interview team and the presentation.

The Interview

The Team Challenge

- The Proposer will be given a written challenge to review and propose a course of action to address the elements in the problem. The Proposer will be given 15 minutes to prepare a response or solution and 5 minutes to present a formal response or solution to the Selection Panel. This challenge scoring will be determined by the following criteria:
 - Challenge Understanding
 - Project Understanding
 - Recognition of Key Points and Ideas
 - Team Collaboration and Roles
 - Communication Skills.
 - Understanding of CM/GC Delivery Method, CSS, and Environmental Commitments

The Interview

The Team Challenge Directions

- **Rules:**

Each team will have 30 minutes to read this challenge, discuss, plan, and create steps to resolve the situations and challenges in the exercise as well as to present its solutions to the selection panel.

- **Report:**

CDOT values your input and has asked you to come up with realistic plans, responses, and processes to address the concerns and considerations in this exercise. You have been asked to bring in your team and report to the CDOT project manager and project team. Please report on the following.

- What are the concerns and considerations in this exercise?
- How would you approach these concerns and what steps or processes would you recommend in developing realistic plans to address them?
- Identify who on your team would lead your efforts and who among the CDOT and overall project team or stakeholder groups you would involve, why, how, and when?

The Interview

The Example

- Your team was awarded the CM/GC Services for the I-70 Bridge to Nowhere preconstruction phase in April 2014. The CDOT project manager set very challenging goals and an aggressive schedule that has the first GMP for construction Package #1 to be proposed one week after the signing of the decision document. Package #2 to delivery the Bridge to Nowhere with an ABC delivery method and Package #3 the construction of the roadway to Nowhere will be 3 months after Package #1 and cannot be constructed simultaneously.
- Three days before the deadline for GMP #1, the CDOT project manager calls your team on the phone and tells you that the suppliers that were added to the assumptions in the cost model as probable suppliers have refused to give the ICE and CDOT any prices or quotes because they feel it would be unfair to you to give out that information. The CDOT project manager has asked you to resolve the situation.
- Your Traffic Control subcontractor calls you that afternoon and has decided not to give you a bid backing out of a quote that was quite competitive and the next lowest quote represents a 20% increase in traffic control prices. This changes an assumption in the cost model and past cost estimates have been close to the 10% limit.

The Interview

Questions and Answers

The questions asked in this session will be standard questions for all short listed Proposers. The interview presentation and question/answer scoring will be based on the following criteria:

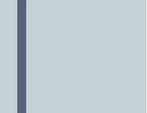
- Project Understanding.
- Project Approach.
- Project Innovation.
- Communication Skills.
- Understanding of CM/GC Delivery Method.

Feedback and Debriefings

What you should expect:

- Debriefing Summary Template with positives and recommendations. (For Future Projects)
- Scoring Summary of the Proposer Rankings after each part of the scoring (Proposal, Interview,
- In-Person Debriefing is optional and at the Project Manager's discretion.
- These comments will be about YOUR firm's efforts and will not be about what was in other proposals. The scoring panels do not compare or compete proposals against each other. Scoring is done about how each proposer does in responses to the RFP and interview.
- Feel free to give written or verbal feedback to CDOT, ICAC, or the Project Manager.

Feedback and Debriefings



What you should not expect:

- Feedback about other proposals. CDOT considers all proposals and price percentage proposals to be proprietary.
- Full break downs on how others scored.
- To see the winning proposal. The winning proposal will only be allowed to be seen if the selected proposer gives CDOT written permission to share the proposal.

Open Discussion / Q+A

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