

**STATE OF CONNECTICUT
DEPARTMENT OF ADMINISTRATIVE SERVICES
REAL ESTATE AND CONSTRUCTION SERVICES**

**Building Design and Construction
450 Columbus Boulevard
Hartford, Connecticut 06103**

**0370 CMR (GMP) Best Value
Selection Procedure Manual**

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 Connecticut General Statutes (CGS) § 4b-103, the Commissioner of the Connecticut Department of Administrative Services (CT DAS) 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 and under the authority of the Division of Construction Services (DCS):

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

The CT DAS 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 of the 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 provide 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 CMR shall invite bids from only DAS Prequalified Subcontractors that have 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 CMR 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 CMR 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 CMR Scopes of Services:

Dependent on the needs of the specific project, a CMR can be selected to provide services 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 DCS Section **00 54 13 CMR Preconstruction Phase Supplemental Scope of Services**. This section is available for download from the DCS Website (www.ct.gov/dcs) by clicking on "DCS Library" at the top of the page, and then scrolling down to "CMR Sections".

The CMR shall perform all of the designated Preconstruction Phase Services at each Project's Design Phase Milestones. The DCS PM shall review the CMR's submittals and approve each Project Element to be implemented on the project.

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 of Services:

For details of the CMR Construction Phase Scope of Services see the DCS Sections **00 72 23 - General Conditions Of The Contract for Construction– CMR**, and **01 00 00 - General Requirements – CMR**. These sections are available for download from the DCS Website (www.ct.gov/dcs) by clicking on “DCS Library” at the top of the page, and then scrolling down to “CMR Sections”.

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

Task	RFQ Web Advertisement And Legal Notice Preparation Tasks
1.0	The DCS PM shall complete & submit the RFQ Web Advertisement For CMR Services (1700) to their DCS ADPM for review and approval.
2.0	Upon approval by the DCS ADPM for the Project, the DCS PM shall submit the RFQ Web Advertisement Transmittal for CMR Services To DCS Process Management Unit (1701) along with the approved RFQ Web Advertisement For CMR Services (1700) to the DCS Process Management/QBS Unit by both hard copy (with signatures) and electronic copy for each contract.
3.0	The DCS Process Management/QBS Unit shall review the information on the completed and approved RFQ Web Advertisement For CMR Services (1700) and transfer it into an RFQ Composite Legal Notice (1202) .
4.0	Upon inserting the above information, the DCS Process Management/QBS Unit shall then transmit these documents via the RFQ Transmittal To Commissioner (1203) to the Commissioner for a signature on the approval of RFQ Composite Legal Notice (1202) .

Note:

The DCS Process Management/QBS Unit shall verify that the content of the RFQ Web Advertisement For CMR Services (1700) conforms to the minimum content requirements. The DCS Process Management/QBS Unit will (dependent 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 DCS PM must indicate on the **RFQ Web Advertisement Transmittal for CMR Services To DCS Process Management Unit (1701)** one of the following Screening Rating Point systems to be utilized for the specific contract.

3.2.1 Standard Rating Points: The CMR 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 The Contract is for services of an unusual nature;
- .2 Written permission has been received from the DCS Assistant Director of Project Management (ADPM) for the project and the DCS Chief Engineer.
- .3 The Approved Adjusted Rating Points are within the Allowable Point Range as indicated in the tables below.

3.2.3 Example CMR Screening Shortlist Criteria Category Point Table:

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

*Quality Based Selections (QBS) 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 CMR.

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

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

*QBS 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 Web Advertisement for CMR Services (1700)** contains a statement that all **QBS Submittal Booklets for CMR Services** and all the requirements, attachments, etc. must be submitted at the designated location and the deadline for submitting an offer. Any **QBS Submittal Booklets for CMR Services** and Qualifications Based Selections (QBS) submittal material such as required supplements, attachments, etc. received after the scheduled deadline may result in the CMR’s submittal being deemed deficient for this contract and their QBS submittal material may be not be considered for this contract and may be returned to the CMR. The CMR shall receive a **QBS Deficient Submittal Letter for CMR Services (1721)**.

3.2.6 Posting: Advertisements On State Websites

In accordance with C.G.S. § 4e-13(c), and the DCS **RFQ Advertising Publication Standards(1205)**, the **RFQ Web Advertisement for CMR Services (1700)** 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 for CMR Services (1700)** also shall be posted on the DCS Website and in accordance with C.G.S. § 4b-57(a) it shall be “inserted at least once in one or more newspapers having a circulation in each county in the state”, which may post it on their respective Website(s). The **RFQ Web Advertisement for CMR Services (1700)** shall provide interested parties with a DCS 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://das.ct.gov/
DCS Website:	http://www.ct.gov/dcs/

3.2.7 QBS Submittal Booklet Requirements for CMR Services (1712):

Interested CMR’s shall send their **QBS Submittal Booklets for CMR Services** to the DCS Process Management/QBS Unit as specified in the **RFQ Web Advertisement for CMR Services (1700)** and as stated in **QBS Submittal Booklet Requirements for CMR Services (1712)**.

Each CMR must comply with all submittal requirements, as described in the **RFQ Web Advertisement for CMR Services (1700)** and the **QBS Submittal Booklet Requirements for CMR Services (1712)**.

3.2.8 Example QBS Submittal Booklets for CMR Services:

The requirements for **QBS Submittal Booklets for CMR Services** shall include, but not be limited to, the following:

QBS Submittal Booklet Requirements for CMR Services		
Division	Division Title	Document Name
1	Table of Contents	-
2	CMR Letter of Interest	-
3	QBS Email Registration for CMR Services	QBS Email Registration for CMR Services (1711)
4	CT DAS Prequalification Certificate, Update Certificate, And Major Contractor's License	-
5	Affidavits & Certifications Requirements	-
6	QBS Screening Shortlist Questionnaire for CMR Services	QBS Screening Shortlist Questionnaire for CMR Services (1713)
7	CMR Organizational Charts	-
8	CMR Key Personnel Resumes	-

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

All **QBS Submittal Booklets for CMR Services** shall be reviewed by the DCS Process Management/QBS Unit for compliance with the **RFQ Web Advertisement for CMR Services (1700)** and **QBS Submittal Booklet Requirements for CMR Services (1712)**. All **QBS Submittal Booklets for CMR Services** must be submitted at the designated location by the deadline. Any **QBS Submittal Booklets for CMR Services** 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 **QBS Submittal Booklet for CMR Services** 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 **QBS Deficient Submittal Letter for CMR Services (1721)**. The reasons include but are not limited to the following:

Reasons For A Deficient QBS CMR Submittal Designation
QBS Submittal Booklet for CMR Services: Late Submission.
QBS Submittal Booklet for CMR Services: Format Deficiency.
No Booklet

Note:

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

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

CMR's deemed "Ineligible" shall receive a **QBS Not Eligible Letter for CMR Services (1722)**. 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
CMR Firm currently holds two (2) CMR Contracts with DCS
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 for CMR Services Not-Responsive Designation:

Failure to submit **QBS Submittal Booklets for CMR Services** (including required affidavits and certifications) by the published Deadline, with the required contents and format, and at the designated location, may 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 Panel member shall receive a **Screening Shortlist Panelist Notification for CMR Services (1728)**. The DCS Screening Panel Chair shall be a non-Project related DCS Project Manager (PM) assigned to the screening panel via the random Selection procedure by the DCS Process Management/QBS Unit (or his/her substitute).

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

There shall be established within the Department of Administrative Services, Division of Construction Services, a Connecticut Health and Education Facilities Authority (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 Department of Administrative Services, shall serve only for deliberations involving the project for which such members are appointed and shall be current employees of the Department of Administrative Services. 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 DCS Project Manager.

NOTES:

1. The DCS Project Manager will only serve as a facilitator for **Task #1** of the screening panel meeting, but is not a voting member.
2. The DCS Project Manager must leave the Screening Panel Meeting at the conclusion of **Task # 1**.
3. The DCS Process Management/QBS 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 DCS Process Management/QBS 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 DCS PM or Chair and User Agency Representative).
- 2.0 Any Unique Or Technical Issues**
(Overview by the DCS PM or Chair and/or Applicable Expert).
- 3.0 Screening Shortlist Panelist Rating Sheet for CMR Services (1735)**
(Overview by a DCS Process Management/QBS Unit Staff Member).
- 4.0 Screening Shortlist Evaluation Guide for CMR Services (1736)**
(Overview by a DCS Process Management/QBS Unit Staff Member).

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

- 1.0 RFQ Web Advertisement for CMR Services (1700)** (Overview by a DCS Process Management/QBS Unit Staff Member).
- 2.0 QBS Submittal Booklets for CMR Services** (Overview by a DCS Process Management/QBS Unit Staff Member).
- 3.0 QBS Screening Shortlist Questionnaire for CMR Services (1713)**
- 4.0 Screening Phone Reference Documentation for CMR Services (1732)**

NOTES:

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

Task No. 3 - Evaluate/Rate All Submittals:

- 1.0 Screening Shortlist Panel Members shall utilize the **Screening Shortlist Panelist Rating Sheet for CMR Services (1735)** (and the **Screening Shortlist Evaluation Guide for CMR Services (1736)** to rate the Screening Criteria for all submittals.**

NOTES:

1. Panel members must rate the submittal qualifications of each individual CMR 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 – Conclusion of Screening Shortlist Panel:

- 1.0 Collect the Screening Shortlist Panel Member Rating Sheets:**
The DCS Screening Shortlist Panel Chair shall collect each **Screening Shortlist Panelist Rating Sheet for CMR Services (1735)** from each panel member for computation by the DCS Process Management/QBS Unit.
- 2.0 Compute The Final Scores:**
A member of the DCS Process Management/QBS Unit staff shall compute the final scores of each CMR.
- 3.0 Computation Verification:**
Another member of the DCS Process Management/QBS 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 for CMR Services (1738)** shall be signed by both DCS Process Management/QBS Unit staff members.

3.2.14 CMR Screening Shortlist Records:

Securely bound copies of all CMR QBS Submittal Booklets reviewed by the Screening Shortlist Panel shall be returned to the DCS Process Management/QBS Unit. All documents and the **Selection Records Checklist (1298)** will be filed with the DCS Process Management/QBS Unit. Three (3) ring binder copies of **QBS Submittal Booklets for CMR Services** shall be forwarded to the assigned DCS 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 **Screening Shortlist Panelist Rating Sheets for CMR Services (1735)** (DCS Process Management/QBS Unit).

3.2.15 Deficient Submittal Notification:

The DCS Process Management/QBS Unit shall send a **QBS Deficient Submittal Letter for CMR Services (1721)**-(mail, fax or email) to CMR's containing the reason(s) why their submittal was deemed deficient.

3.2.16 Not Shortlisted Notification

The DCS Process Management/QBS Unit shall send a **QBS Not Shortlisted Notification for CMR Services (1740)** (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.

3.2.17 Debriefing

All CMR's not Shortlisted that wish to obtain feedback on their initial **QBS Submittal Booklets for CMR Services** submitted for this Contract may contact the DCS Process Management/QBS 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 DCS 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 Later 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: CMR Selection Presentations and Evaluation of CMR Qualitative Criteria Components Submittals.**
- 5.2 Step 2: Public Opening of the CMR Sealed Cost Components Proposal Submittals.**
- 5.3 Step 3: Best Value Calculation of the CMR Qualitative Criteria Components Submittals and Sealed Cost Components Proposal Submittals.**

6.0 Step 1: CMR Selection Presentations and Evaluation of CMR Qualitative Criteria Components Submittals:

6.1 CMR RFP Selection Panel Members:

In accordance with the Connecticut General Statutes there shall be established within the Department of Administrative Services, RFP Selection Panels. Each RFP Selection Panel member shall receive a **RFP Selection Panelist Notification for CMR Services (1752)**. The RFP Selection Panels shall consist of five (5) members, four (4) of such members shall be appointed by the Commissioner of the Department of Administrative Services, 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 Administrative Services. 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 Administrative Services a Connecticut Health and Education Facilities Authority (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 the Department of Administrative Services, shall serve only for deliberations involving the project for which such members are appointed and shall be current employees of the Department of Administrative Services. 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 - CMR Proposal Review Meeting:

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

6.2.1 CMR Proposal Qualitative Criteria Components Review Checklist:

At the Pre-Selection - CMR Proposal Review Meeting the Panel Members shall have the responsibility to review all of following information from the **RFP Review Guidelines & Checklist for CMR Services (1760)**.

Example	
CMR Proposal Qualitative Criteria Components Review Checklist:	
The Selection-Panel Members shall review each of the following Tabs of each CMR's QBS Submittal Booklet for Compliance.	
Step 1	
Review the Following:	
Division 2: CMR 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.	
Division 4: DAS Prequalification Certificate and DCP Major Contractor's License:	
<ul style="list-style-type: none"> • Verify that the CMR has submitted a DAS Prequalification Certificate and a DAS Update Certificate for the DAS Contractor Prequalification Classification for Construction Manager At-Risk (Group A). • Verify that the CMR has submitted a Connecticut Major Contractor's License issued by the Connecticut Department of Consumer Protection (DCP). 	
Division 6: QBS Screening Shortlist Questionnaire for CMR Services:	
<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"; • No answers to the following six (6) questions may cause the prospective CMR to be deemed not responsive. 	
Question No.:	Item Name
1.	Major Contractor's 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"/> .
2.	DAS Prequalification Certification & DAS Update Certificate: Has your firm ever been deemed not Prequalified by DAS for a DAS Classification Construction Manager At-Risk (Group A)? YES <input type="checkbox"/> , NO <input type="checkbox"/> .
3.	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 for the projects, which shall have been completed through competitive public bidding. YES <input type="checkbox"/> , NO <input type="checkbox"/> . 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:
<div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> Note: The DCS PM shall conduct the CMR's Phone Reference calls. </div>	

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

Example CMR Proposal Submittal Proposal Components Review Checklist: (Continued)	
Division 6: QBS Screening Shortlist Questionnaire for CMR Services (Continued):	
Question No.:	Item Name
4.	Safety / Criminal;
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.
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"/>
4.3	Does your firm have a written injury and illness prevention program? YES <input type="checkbox"/>, NO <input type="checkbox"/> .
4.4	Will your firm have personnel permanently assigned to safety on this project? YES <input type="checkbox"/>, NO <input type="checkbox"/> . 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):
5.	Surety/contracts taken over by surety or unable to obtain bonding;
Question No.:	Item Name
6.	Insurance.
	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 Construction Services, State of Connecticut.)
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"/> .
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"/> .
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"/> .
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"/> .

Example CMR Proposal Submittal Proposal Components Review Checklist: (Continued)	
Division 6: QBS Screening Shortlist Questionnaire for CMR Services (Continued):	
Question No.:	Item Name
	<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>
Question No.:	Item Name
7.	Claims History: (Information submitted for informational purposes only):
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 style="padding-left: 20px;">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 style="padding-left: 20px;">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 style="padding-left: 20px;">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 style="padding-left: 20px;">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 style="padding-left: 20px;">If yes, provide the following information for each such disqualification:</p>

Example CMR Proposal Submittal Proposal Components Review Checklist: (Continued)	
Division 7: CMR Organization Chart:	
7.1	Preconstruction Phase Scope of Services Organizational Chart: Submit a proposed organizational chart the indicating the names and roles of Key Personnel that shall provide Preconstruction Phase 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.
7.2	Construction Phase Scope of Services Organizational Chart: Submit a proposed organizational chart the indicating the names and roles of Key Personnel that shall provide Construction Phase 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.
Division 8 CMR Key Personnel Resumes	
8.1	CMR Preconstruction Phase Key Personnel Resumes: Attach resumes that include the following information, for all CMR Key Personnel shown in the Preconstruction Phase Scope of Services Organizational Chart required in Division 7:
	8.1.1 Position/Job Function Description;
	8.1.2 Staff Member Name;
	8.1.3 Staff Member Title;
	8.1.4 Years Employed By Your Firm;
	8.1.5 Years In Present Position/Job Function.
8.2	CMR Construction Phase Key Personnel Resumes: Attach resumes that include the following information, for all CMR Key Personnel shown in the Construction Phase Scope of Services Organizational Chart required in Division 7:
	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 Presentation Summary:

6.3.1 During Each Selection Presentation:

Each Selection Panel Member shall take notes on the presentation on the **RFP Selection Panelist Rating Sheet for CMR Services (1763)** for the purposes of evaluating the presentation in relationship to the six (6) Qualitative Criteria Components 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 Panel Members. The CMR presentation and responses to the follow-up questions shall be evaluated and rated by the Selection Panel Members in accordance with the **RFP Selection Panelist Rating Sheet for CMR Services (1763)**.

6.3.3 End Of Each Presentation:

At the conclusion of the Q&A period, the CMR Proposer shall exit the Presentation Room. After the CMR has exited the Presentation Room, a brief discussion of the Selection Panel Members shall take place solely to discuss any question or answer that was confusing or not understood. Each Selection Panel Member shall then individually note in **(PENCIL)** their rating of the CMR on each of the criteria on the **RFP Selection Panelist Rating Sheet for CMR Services (1763)**.

6.3.4 At the End Of All Presentations:

All of the individual ratings will be reviewed and discussed as a group at the conclusion of all of the presentations. The Selection 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 The CMR's Submittal Booklet; and
- .4 The CMR Qualitative Criteria Narrative Response; and
- .5 The CMR's Selection Presentation.

6.4 CMR Selection Presentation - Qualitative Criteria Components Evaluation:

The CMR Selection Panel shall Interview each shortlisted CMR Proposer and at the end of each Presentation they shall evaluate **six (6) "Qualitative Criteria Components"** of the CMR's Proposal to determine rating scores based upon the established Qualitative Criteria and Rating Point Values for the project as follows:

Item	Six (6) Qualitative Criteria Components – Rating Points Table:	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 DCS 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).	15

Item	Six (6) Qualitative Criteria Components – Rating Points Table: (Continued)	Rating Points Values
.4	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 CT DCS to evaluate the CMR's past performance on related government and or private sector construction management contracts. [NOTE: DCS shall base much of this past performance rating on the material submitted as part of the resubmitted CMR QBS Submittal Booklet Package]	15
.5	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 as well as ideas on pro-active approaches to achieve the schedule. The RFP Package includes information on the planned projects duration. A diagrammatic schedule, a bar chart or a similar simple illustrative format detailing the project delivery schedule for completion is requested. [The Project construction duration may be refined as part of the planned GMP buy out process. However, any changes that alter the Substantial Completion Date or the Acceptance Date shall require the prior written approval of the Owner.]	20
.6	Safety Record: The CMR Proposers will be rated based on their past safety record and their proposed safety program.	10
Total Possible Qualitative Points		100

6.5 CMR Selection Presentation - Qualitative Criteria Components Grading:

The evaluation of the "Qualitative Criteria Components" of the CMR's Proposal shall be based upon established **Grades** and **percentages** of Rating Point Values for the project as follows:

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

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

After the conclusion of all of the CMR Presentations and **Qualitative Criteria Components Rating Evaluations** 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 Proposal Components Submittal.

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

The CMR Selection Panel shall publicly open and review the "Sealed Cost Proposal Components Submittals", including the **CMR Cost Proposal Form (Section 00 42 23)** and **Cost Proposal Worksheets**, for compliance with all of the requirements of the RFP.

7.2 Not-Responsive Designation:

Failure of a CMR to submit **Sealed Cost Proposal 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 Cost Proposal submittals shall include all work indicated in the CMR 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 CMR Qualitative Criteria Components Submittals and Sealed Cost Components Proposal Submittals:

After the Public Opening and evaluation of the **CMR 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 Procedure:

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:

DCS will adjust the Total Average Qualitative Points score via the following Quality Incentive Factors. This reflects DCS'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.

8.1.3 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.

- 8.1.4 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.

NOTE: DCS shall calculate the **Total Lump Sum Proposal Cost in Dollars** by using the sum of three (3) cost components in the DCS "Best Value Score Calculation" from the **CMR's Total Cost Proposal Breakdown Table** of Section 00 42 23 CMR Cost Proposal Form as follows:

1.0		Preconstruction Phase Services Cost (\$)
2.0	+	Construction Phase Services Cost (\$)
3.0	+	CMR Fee (\$)
4.0	=	CMR's Total Lump Sum Proposal Cost In Dollars (\$).

- .1 Example - Total Cost Proposal Breakdown Table:**
CMR Proposers complete and submit all of the information as indicated in the CMR's Total Cost Proposal Breakdown Table in **Section 00 42 23 CMR Cost Proposal Form** in this CMR RFP as shown below:

Item No.	CMR Cost Descriptions	Cost Proposal Amounts	
		Percentage (%) <i>(As Applicable)</i>	Dollars (\$) <i>(As Applicable)</i>
1.0	Preconstruction Phase Services Cost: This Preconstruction Phase Services Cost Proposal Amount shall <u>NOT BE LESS THAN one (1) tenth of one percent (0.1% or 0.001)</u> and shall <u>NOT EXCEED five (5) tenths of one percent (0.5% or 0.005)</u> of the <u>\$20,000,000.00</u> Cost of the Work Budget.	NA	\$ _____ Lump Sum
2.0	Construction Phase Services Cost: This Construction Phase Services Cost Proposal Amount shall be a Lump Sum Dollar of the <u>\$20,000,000.00</u> Cost of the Work Budget. <i>This Lump Sum Cost Proposal Amount shall be included in the GMP Proposal described in Article 5 of Section 00 52 23 of the CMR Agreement.</i>	NA	\$ _____ Lump Sum
3.0	CMR Fee: This CMR Fee Proposal Dollar Amount shall be a percentage of the <u>\$20,838,772.00</u> Cost of the Work Budget. <i>The CMR Fee Proposal Amount is provided for owner's calculations only.</i> <i>The CMR Fee included in the GMP Proposal shall be this Cost Proposal Percentage applied to the Cost of the Work amount developed by the CMR GMP.</i>	% _____ Percent	\$ _____ Amount
4.0	Total CMR Cost Proposal Amount In Dollars (\$): (Sum of Items No. 1, 2, & 3)	NA	\$ _____ Amount

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

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 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 Conditional Selection By The CT DAS Commissioner:**
The DCS Process Management/QBS Unit shall submit a **Commissioner Selection Approval Memorandum for CMR Services (1767)** to the CT DAS Commissioner who shall make the final Selection from the list of most qualified CMRs submitted by the CMR Selection Panel. If the CT DAS Commissioner does not select the highest rated CMR listed by the CMR Selection Panel, then he or she shall prepare a written explanation of such decision.
- 8.4 Selection Results Notifications:**
After the CT DAS Commissioner has made the Selection, the DCS Process Management/QBS Unit shall send a **Conditional Selection Notification Letter for CMR Services (1769)** to the successful CMR. The DCS Process Management/QBS Unit shall also send a **Not Selected Letter for CMR Services (1770)** to all other CMR's who shortlisted but were not selected, and will advise the CMR Selection Panel Members of the results.
- 8.5 Selection Records:**
Securely bound copies of all CMR Submittal Booklets shall be returned to the DCS Process Management/QBS Unit. All documents and the **Selection Records Checklist (1298)** will be filed with the DCS Process Management/QBS Unit. Three (3) ring binder copies of CMR QBS Submittal Booklets shall be forwarded to the assigned DCS Project Manager and filed with the Team file.
- 8.5.1** 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 (DCS Process Management/QBS Unit).
- 8.6 Debriefing:**
All CMR's wishing to obtain feedback on their CMR QBS Submittal Booklet, or their Selection Presentation may request a Debriefing meeting by contacting the DCS Process Management/QBS Unit. The DCS Process Management/QBS Unit Manager or another designee is exclusively responsible for conducting a debriefing with CMR's who were not chosen.
- 8.7 Award of CMR Agreement:**
When all of the required supplemental CMR Submittal documents have been submitted to the DCS Legal Services 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 CT DAS Commissioner, and the Office of the Attorney General.

End

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**Construction Manager At-Risk (CMR)
Guaranteed Maximum Price (GMP)
Best Value Selection
Procedure Manual**