



**State of Oklahoma
Office of Management and Enterprise Services
Division of Capital Assets Management
Construction and Properties**

**Construction Manager Selection
Process**

Oklahoma Statute Title 61, § 62 describes the statutory requirements for the selection of Construction Managers and construction managers for construction projects for all State agencies. The Office of Management and Enterprise Services, Division of Capital Assets Management, Construction and Properties Department (DCAM/CAP) is mandated by statute, to monitor and approve the selection process. The following is a guideline for agencies to follow (read each step before you proceed):

☐ Step 1: Using Agency

- Submits a written request (Example Letter "A") to Administrator of the Division of Capital Assets Management requesting approval to use the Construction Management delivery system. Include, in your letter, the following:
 - Reasons the project merits consideration for Construction Management, per O.A.C. 580:20-17-5(b)
 - Description and Scope of Project
 - Estimated construction cost
 - Desired starting and completion date
 - Certification of funds available
 - Construction and Properties (CAP) will assist the agency with verifying project scope, establishing a schedule, and developing the final Solicitation letter as necessary

☐ Step 2: Administrator of the Division of Capital Assets Management

- Forwards official response to the request to the State Construction Administrator stating determination and reasons for the determination
- State Construction Administrator forwards the Administrator's official response to the requesting state agency
- If approved, a CAP Representative is assigned to be a voting member of the Screening and Interview committees

☐ Step 3: Construction and Properties

- Contacts Agency Representative to review project requirements, schedule, budget and other relevant factors
- CAP Representative and Agency develop definitive Project documentation consisting of the following:
 - Purpose
 - Scope
 - Schedule
 - Budget
 - Solicitation documents and solicitation schedule

☐ Step 4: Construction and Properties

- CAP Contracting Officer issues the solicitation via email to registered Construction Managers and posts the solicitation documents on the CAP web site

☐ Step 5: Responses to the solicitation from interested Construction Managers, along with all requested information, are submitted directly to DCAM/CAP prior to the closing date, as stated in the solicitation.

☐ Step 6: Construction and Properties reviews submissions to establish the pool of Construction Managers that will be evaluated in the selection process.

- CAP Contracting Officer logs all responses, codes and separates submittal components that are to be scored 'blind' by the selection committee.

- CAP Contracting Officer verifies that each organization who has submitted a response is registered and eligible to perform construction management services as of the date the Solicitation response was due, and makes available any additional information from each responding Construction Manager's file for the selection committee's use.
- ☐ Step 7: Using Agency and CAP representatives designate a "Selection Committee". CAP may additionally appoint a "Selection Monitor" to preside over the proceedings and provide procedural guidance to the Selection Committee.
- Selection Committee screens proposal documents using DCAM/CAP Form 311BV. Submittals, so designated, are scored blind by the Selection Committee.
 - Selection Monitor compiles scores and reviews comparative data with Selection Committee.
 - Selection Committee shortlists the top-rated 3-5 organizations.
- ☐ Step 8: Construction and Properties sends email memorandum to organizations selected for interviews identifying:
- Date, time and location of interview
 - Time allowed for each interview
- ☐ Step 9: Selection Committee conducts interviews with short-listed Construction Managers and determines final ranking of the Construction Managers.
- Selection Committee uses DCAM/CAP Form 312BV to evaluate Construction Managers.
 - Selection Monitor conducts review of rankings for the short-listed Construction Managers with Selection Committee and prioritizes results by adding in past-performance information and scores from the initial screening for the Committee's final determination of highest-ranked organization.
- ☐ Step 10: Construction and Properties prepares a final ranking of Construction Managers using documentation from Step 1 through 9 of the selection procedures using an analytical matrix.
- ☐ Step 11: Using Agency provides a written confirmation that the first-ranked Construction Manager is accepted and requests CAP to commence with a Clarification Phase.
- ☐ Step 12: Construction and Properties notifies first ranked Construction Manager that they are invited to begin the Clarification Phase. The Construction Manager conducts the Clarification Phase according to DCAM/CAP Form 400BV – Clarification Phase/Weekly Risk Report (WRR) Instructions (attached). This phase consists of a Clarification Kickoff Meeting, Modification of Draft Proposal and a Final Clarification Phase Meeting as outlined in DCAM/CAP Form 401BV – Clarification Phase Activity Checklist.
- ☐ Step 13: Construction and Properties and Using Agency representatives meet with selected Construction Manager to complete a review and approve the Construction Manager's Clarification Phase final documents outlined in DCAM/CAP Form 402BV – Clarification Phase Deliverables Checklist. If the Construction Manager's documents are satisfactory to the Using Agency and CAP, a Notice of Intent to Award is issued by CAP. If the Construction Manager's proposal does not satisfy all of the State's concerns, the Clarification Phase is suspended and the second-ranked organization is invited to repeat the Clarification Phase.
- ☐ Step 14: Using Agency sends requisition to Construction and Properties with funding information for the project.
- ☐ Step 15: Construction and Properties:
- Completes Construction Manager Contract and forwards to selected Construction Manager for signature.
 - Forwards contract to Using Agency for signature after receipt of signed Contract and insurance documents from Construction Manager.

Completes Purchase Order and signs Contract after receipt of contract from the Using Agency.



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**Project Capability Submittal
Instructions**

The Project Capability Submittal is used to identify the Construction Manager's ability to differentiate itself based on technical capability and the capability to manage and mitigate risk that they do not control. The Project Capability Submittal has three major components including Project Capability (PC), Risk Assessment (RA) and Value Added (VA) plans.

1. Project Capability (PC) Plan (See DCAM/CAP Form 211BV – Project Capability (PC) Plan Template).

The Project Capability section should differentiate the Construction Manager based on capability to perform. The following should be addressed in this section:

- 1.1 The proven performance of the critical entities including their past verifiable performance information (may include number of projects over a duration of time, average cost of the projects (\$), customer satisfaction of projects (1-10 rating system, 10 being the highest performance), cost and time deviation rates, and other dominant performance measurements.)
- 1.2 Best value practices such as selection of critical team participants using best value practices and performance measurements.
- 1.3 Capability to show vision of the project in terms of planning and aligning expertise to solve technical issues with references verifying the capability to plan.

A Construction Manager must use verifiable performance information, best value practices with measurements, or references to get a high rating.

2. Risk Assessment (RA) Plan (See DCAM/CAP Form 212BV – Risk Assessment (RA) Plan Template).

The Risk Assessment section should address the risks that the Construction Manager does not control that could result in project cost or time deviations. These risks include inaccurate expectations and unforeseen environmental conditions. The Construction Manager should list and prioritize major risk items that are unique, and applicable, to this project. The risk should be described in simple, non-technical terms and should contain enough information to understand why the risk is a valid risk. The Construction Manager must also explain how they will attempt to mitigate or minimize the impact of the risks. The Risk Assessment plan gives the opportunity for the Construction Manager to differentiate their capabilities based on their ability to act in the best interest of the Owner. The Construction Manager must identify either verifiable performance measurements, or best value practice with measurements, or a reference project (without name, but verifiable before the clarification period) to receive a high rating.

3. Value Added (VA) Plan (See DCAM/CAP Form 213BV – Value Added (VA) Plan Template).

The purpose of the Value Added Plan is to provide Construction Managers with an opportunity to identify any value added options or ideas that may benefit the Owner without being penalized for proposing a higher bid price. Value added ideas include value engineering concepts that change cost or time, or provide better quality construction, or identify construction that must be completed to optimize the use of the facility. A Construction Manager must use measurements to show the value added has value in terms of \$, time, or quality. Prior to award, the State will determine if the value added items will be accepted or rejected.

4. Milestone Schedule (Verified, Not Rated)

4.1. Use: The committee will review the schedule to determine if the Construction Manager can plan to deliver the project within the stated requirements. The successful Construction Manager's schedule will be verified during the Clarification Phase and become a contract requirement.

4.2. Instructions: The Milestone Schedule is a one page document with the following:

- 4.2.1. Milestone schedule with dates.
- 4.2.2. Clear designation of the contract requirements as planned and the difference between the required and proposed date.
- 4.2.3. Dominant milestones that everyone can identify and that the user and client will be interested in.
- 4.2.4. Major risk events and/or client controlled actions.

The Milestone Schedule is verified, not rated or weighted.

5. Submission Rules:

In order to minimize any bias, the Project Capability Submittals must NOT contain any names that can be used to identify who the Construction Manager is (such as company names, personnel names, project names, or product names). The Project Capability Submittal must not identify the Construction Manager's Cost or Fee for this project.

Project Capability Submittal templates are provided in this document for use by Construction Managers for the Project Capability (PC) Plan (DCAM/CAP Form 211BV), Risk Assessment (RA) Plan (DCAM/CAP Form 212BV) and the Value Added (VA) Plan (DCAM/CAP Form 213BV). Electronic forms can be downloaded from the DCAM/CAP website at www.ok.gov/dcam/Construction_&__Properties. The Project Capability Submittal must NOT exceed 6 pages total (front side of page only – 2 pages for Project Capability, 2 pages for Risk Assessment and 2 pages for Value Added). Any proposal that contains names, or fails to meet all of the formatting requirements mentioned above, may be marked as nonresponsive and eliminated from the evaluation process. The Project Capability Submittal will become part of the final contract (if the Construction Manager is selected for award).

A selection committee will review and rate each Project Capability Submittal. Since there are no names in the Project Capability Submittal, the evaluation will minimize any personal bias that a rater may have towards any Construction Manager (positive or negative bias). All Project Capability Submittals will be rated comparatively to one another. They will be rated on a 1-5-10 scale with 10 representing the highest score and 1 representing the lowest score. A rating of 5 is given when the evaluator cannot differentiate between the submittals.

The Milestone Schedule should be brief, well organized and concise and must not exceed **one (1) page** (front side only). The Milestone Schedule is submitted with the Project Capability Submittal documents.

6. Ratings and Short Listing

- 6.1 In order to minimize any bias, the Project Capability Submittal must NOT contain any names that can be used to identify who the Construction Manager is (such as company names, personnel names, project names, or product names). The Project Capability and Risk Assessment plans will be rated separately, but will be seen as a package by the raters.
- 6.2 Rating scheme: the rating scheme uses the concept of dominance. The rating scheme is 1-5-10; 10 shows dominant information of performance, 1 shows dominant information that the Construction Manager is not a performer, and 5 shows that rater did not see dominant information to be able to predict performance.
- 6.3 It is not the responsibility of the selection committee to create differentials through ratings by using their bias or technical expertise. It is the responsibility of the Construction Managers to prove best value by describing capability and impact of their expertise in simple, dominant terms such as cost, schedule, and quality. If the selection committee member can not differentiate between submissions, the default rating is "5", there is not dominant information that identifies high relative performance and value.
- 6.4 Past Performance Information (PPI) shall be collected by the Construction Manager on all key elements, and averaged based on the preset spreadsheet. The forms shall be signed and rated by the appropriate rater.
- 6.5 All selection committee members will rate individually, and sign a statement that they have no prior information on any of the submittals or connections with any of the parties in the competition.
- 6.6 The Selection Monitor, a non-rating member of the selection committee, shall collect the ratings and input the ratings into a selection matrix.
- 6.7 The selection committee short lists the top-rated 3-5 Construction Managers. The number of short-listed Construction Managers is up to the discretion of the Selection Monitor.

7. Interviews

Interview with the Construction Manager organization's 1. Project Manager, 2. Site Superintendent and/or other as requested. Individuals attending the interview must be the specific key personnel proposed for this specific project. Interviews will be rated by the selection committee.

- 7.1 Key team members are interviewed individually for 20 minutes each.
- 7.2 The Interview rating scheme also uses the concept of dominance. The rating scheme is (1-5-10, 10 shows dominant information of performance, 1 shows dominant information that team member is not a performer, and 5 shows that rater did not receive dominant information to be able to predict performance. A rating of 1 or 10 requires a short justification statement from the committee member.
- 7.3 Interview scores are added to the selection matrix

8. Dominance Check

8.1 The Selection Monitor will take the prioritization matrix of all the Construction Managers and perform a dominance check.

8.2 For each rating, the Selection Monitor checks for dominance and, if there is no dominance, can change all ratings to a 5. The definition of dominance means the use of performance measurements or relative measurements that predict the future outcome. Dominance can also be described as simple, easy to see, creates consensus, and stands out from the normal submittal.

Looking at the prioritization matrix, and all the submitted information, the Selection Monitor can write-up a justification to go with the top prioritized or another Construction Manager based on dominant information. The Selection Monitor is responsible to write up the justification, and can override the selection committee's prioritization. If the Selection Monitor decides to change the prioritization, the Selection Monitor must reprioritize the Construction Managers, and give a simple explanation why the Selection Monitor reprioritized the Construction Managers.

A Construction and Properties representative notifies the prioritized best value Construction Manager that they have been selected to move into the Clarification Phase (see Attachment 2). The Construction Manager may be required to provide supporting documentation of any information listed in their submittals before entering into the Clarification phase.



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**Project Capability (PC) Plan
Template**

Responses must follow the format presented below. Add additional rows as needed using copy/paste.

PROJECT CAPABILITY (PC) PLAN (2 Pages Maximum)

Project Capability Claim 1:

Documented Performance:

Project Capability Claim 2:

Documented Performance:

Project Capability Claim 3:

Documented Performance:

Project Capability Claim 4:

Documented Performance:

Project Capability Claim 5:

Documented Performance:



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**Risk Assessment (RA) Plan
Template**

Responses must follow the format presented below. Add additional rows as needed using copy/paste.

RISK ASSESSMENT (RA) PLAN (2 Page Maximum)

Risk #1 Claim:

Risk Impact / Why is this
a risk?

Solution:

Documented

Performance:

Risk #2 Claim:

Risk Impact / Why is this
a risk?

Solution:

Documented

Performance:

Risk #3 Claim:

Risk Impact / Why is this
a risk?

Solution:

Documented

Performance:

Risk #4 Claim:

Risk Impact / Why is this
a risk?

Solution:

Documented

Performance:



Responses must follow the format presented below. Add additional rows as needed using copy/paste.

SECTION 3 – VALUE ADDED (VA) PLAN (2 Page Maximum)

Item 1 Claim:	
How will this add value?	
Documented Performance:	
Cost Impact (%):	Schedule Impact (%):
Item 2 Claim:	
How will this add value?	
Documented Performance:	
Cost Impact (%):	Schedule Impact (%):
Item 3 Claim:	
How will this add value?	
Documented Performance:	
Cost Impact (%):	Schedule Impact (%):
Item 4 Claim:	
How will this add value?	
Documented Performance:	
Cost Impact (%):	Schedule Impact (%):



1. Past Performance Information (PPI)

Overview

The objective of this process is to identify the past performance of the Construction Manager and critical components on a project. This is accomplished by sending survey questionnaire forms to past customers. The customers will return the forms to the Construction Manager, who will compile the surveys and submit to the Division of Capital Assets Management, Construction and Properties Department (DCAM/CAP) with their Proposal.

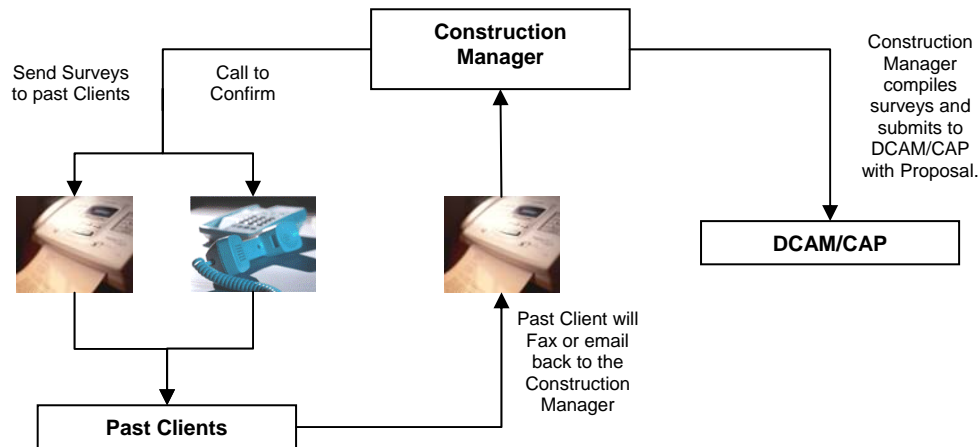


Figure 1: Survey Process

1.1. Surveying Past Customers

This section describes the methodology and requirements of the Past Performance Survey of current and past customers of the Construction Manager, as well as the proposed project staff.

1.1.1. The Construction Manager is required to collect past performance information on the following:

Key Component	Surveys Required
The Construction Manager's Organization	5*
Project Manager	3*
Site Superintendent or Other as requested	3*

*One survey may count for the organization and key individual if they served in the designated position for that project.

1.1.2. DCAM/CAP Form 201BV Past Performance Sheet

1.0

The Construction Manager completes all fields in the DCAM/CAP Form 201BV Past Performance Sheet prior to sending Survey Questionnaires to past customers. The Construction Manager must fill out a DCAM/CAP Form 201BV Past Performance Sheet for each critical component required in section 1.1.1.

1.1.3. DCAM/CAP Form 200BV Survey Questionnaire

Each Construction Manager is responsible for sending out DCAM/CAP Form 200BV Survey Questionnaire to each of their current/past customers listed on the DCAM/CAP Form 201BV Past Performance Sheet.

The Construction Manager should enter, on each DCAM/CAP Form 200BV Survey Questionnaire, the Survey ID (Code) (the number from the corresponding first column of the DCAM/CAP Form 201BV Past Performance Sheet), past customer's contact information, and project information from the DCAM/CAP Form 201BV Past Performance Sheet.

All information should match the information found in the DCAM/CAP Form 201BV Past Performance Sheet.

It is recommended to include the individuals' names that worked on the project on the DCAM/CAP Form 200BV Survey Questionnaire. A survey form reflects not only the past performance of the Construction Manager but individuals employed by the Construction Manager that are listed on the DCAM/CAP Form 200BV Survey Questionnaire.

The Construction Manager organization must have their name on the survey to get credit for the survey.

Each Construction Manager should inform their past customers about the survey and is responsible for making sure their past customers receive the survey, complete the survey, and return the survey to the Construction Manager.

The past customer must evaluate and complete the DCAM/CAP Form 200BV Survey Questionnaire.

1.2. Preparing the Returned DCAM/CAP Form 200BV Survey Questionnaires for Submission to DCAM/CAP

- 1.2.1. Upon receipt of the completed DCAM/CAP Form 200BV Survey Questionnaires, the Construction Manager records the scores in DCAM/CAP Form 201BV Past Performance Sheet. Any Survey Questionnaires not returned by past customers are recorded as "0" in the 'Survey Returned' column.
- 1.2.2. The State will accept a minimum of 5 surveys and a maximum of 10 surveys for organizations and a minimum of 3 surveys and a maximum of 5 surveys for individuals.
- 1.2.3. The Construction Manager is responsible for verifying that the information on the DCAM/CAP Form 201BV Past Performance Sheet accurately summarizes the information from the DCAM/CAP Form 200BV Survey Questionnaires.
- 1.2.4. Once prepared, the Past Performance Sheets and Survey Questionnaires are submitted to DCAM/CAP with the Project Capability Submittal (including the Project Capability (PC), Risk Assessment (RA) and the Value-Added (VA) plans) and the Milestone Schedule.
- 1.2.5. DCAM/CAP reserves the right to verify and confirm any information submitted in this process. Such verification may include, but is not limited to, speaking with current and former customers, review of relevant customer documentation, site visitation and other independent confirmation of data. The State may contact the references for additional information or to clarify survey data.
- 1.2.6. If the reference cannot be contacted, there will be no credit given for that reference.

The Past Performance Information (PPI) is collected by surveying past clients using the DCAM/CAP – Form 200BV Survey Questionnaire which can be downloaded from the CAP website at www.ok.gov/DCS. Instructions are included in DCAM/CAP – Form M200BV Construction Manager Selection Process. This information may be collected by the Construction Manager at any time and all Construction Managers are encouraged to keep their Past Performance surveys up to date. A sample of the survey form follows.



**State of Oklahoma
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Sample Survey Questionnaire

Survey ID: _____

To: _____
Name of Evaluator

Phone: _____ Fax: _____

Subject: Past Performance Survey of _____
Name of Company

Name of Individuals

The Division of Capital Assets Management, Construction and Properties Department (DCAM/CAP) is implementing a process that collects past performance information on Construction Manager firms, Construction Management organizations, and their key personnel. The information will be used to assist the State in the selection of firms to perform various projects. The company listed above has listed you as a client for which they have previously performed work. We would appreciate your taking the time to complete this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

Client Name: _____ Completion Date: _____

Project Name: _____

No.	Criteria	Rating	Score
1	Ability to meet customer expectations	1-10	
2	Ability to manage costs (minimal design & construction change orders)	1-10	
3	Ability to maintain project schedule (completed on time or early)	1-10	
4	Your comfort level in hiring the firm/individual again based on performance	1-10	
5	Ability to increase value (i.e. quality of design or construction)	1-10	
6	Ability to identify and minimize issues, problems and concerns	1-10	
7	Ability to close out (proper documents, assisting contractor to perform)	1-10	
8	Leadership ability (minimize the need of owner direction)	1-10	

Printed Name (of Evaluator) _____

Signature (of Evaluator) _____

Thank you for your time and effort in assisting the State of Oklahoma in this important endeavor. Please fax the completed survey to Fax No. _____



CLARIFICATION PHASE INSTRUCTIONS

The Construction and Properties Department (CAP) notifies the prioritized best value Construction Manager that they have been selected to move into the Clarification Phase. The Construction Manager is requested to provide a Schedule for the Clarification Phase which includes:

Clarification Phase Timeline – 20 Days Total

1. **Clarification Kickoff Meeting – 0 Days** – clarification presentation by the Construction Manager
2. **Clarification Phase – 10 Days** – modification of the draft proposal, coordination, review and approval of the proposal by the state
3. **Final Clarification Meeting – 0 days** – final presentation of the proposal
4. **Contract Award – 10 days** – signature of contract to Notice to Proceed

(If the Construction Manager feels the clarification period duration is insufficient, they can request more time to be approved by CAP)

Overview

The Clarification Phase is carried out prior to the signing of the contract. It is a clarification and not a negotiation phase. The intent of this phase is to allow the Construction Manager an opportunity to clarify their proposal, identify “what is in” and “what is out” of their proposal, address any issues or risks, allow the state to add any concerns, and to prepare a Clarification Phase Document. The state’s objective is to have the Construction Manager clarify how they will deliver the project/service on time, without any Construction Manager cost increases and with high customer satisfaction; to ensure that the Construction Manager understands the project scope and how they will mitigate and manage any risk that the Construction Manager does not control. At the end of the project the state will evaluate the performance of the Construction Manager based on these factors so it is very important that the Construction Manager pre-plan the project to ensure there are no surprises.

It is the state’s responsibility to identify their perceived risks, concerns, and issues which it will require the Construction Manager to mitigate and manage and to ensure that it conveys them before the contract is signed. The Construction Manager is at risk and it is the Construction Manager’s responsibility to ensure they understand the scope of the project and clearly identify what they are delivering. It is also the Construction Manager’s responsibility to manage and mitigate the risk of the project. In many cases, one of the Construction Manager’s biggest risks (in terms of delivering the service with high satisfaction) is the state. It is in the Construction Manager’s best interest to understand the state’s expectations and identify any issues or concerns ahead of time during the clarification phase. The Construction Manager should minimize their risk by creating documentation that assists them to be proactive in mitigating risk. By addressing issues before the contract is signed, the chance of minimizing any issue is increased.

The state has the right to accept or deny this proposal. If, at any time during the Clarification Phase, the state is not satisfied with the progress being made by the invited Construction Manager, the state may terminate the Clarification Phase activities with the originally invited Construction Manager. The state may commence a new Clarification Phase with the next prioritized best value Construction Manager.

The Clarification Phase is not a negotiation period. The Construction Manager will not be permitted to modify their cost/fee/financial rates, project durations, or project team unless the state requests changes. The state will not reimburse the Construction Manager for any costs incurred during this phase.

If the Construction Manager has found mistakes in their proposal or has determined that their proposal is inaccurate, the Construction Manager will be permitted to withdraw from the project without penalty.

If the state is satisfied with the best value Construction Manager they will proceed to issue an Award and Contract.

List of Forms for use during Clarification Phase

Clarification Phase Activity Checklist – DCAM/CAP Form 401BV
Clarification Phase Deliverables Checklist – DCAM/CAP Form 402BV
Performance Measurement Checklist – DCAM/CAP Form 410BV
Weekly Risk Report (WRR) – DCAM/CAP Form 100BV

CLARIFICATION PHASE – 20 DAYS TOTAL

1. CLARIFICATION KICKOFF MEETING – 0 DAYS

1.1. Prior to the Meeting – Construction Manager preparation

- Identify list of deliverables, schedule and cost

- Contacts the state with any questions
- Prepares rough draft of Clarification Phase documents, sends to the state for review prior to the meeting
- Ensures all Owner and Construction Manager stakeholders and participants are invited to the meeting (including the state, subcontractors, designer/AE, interested parties, etc...)

1.2. The Meeting

This meeting is an opportunity to meet all participants who may be a stakeholder in the project and for all interested participants representing the state to attend and address any issues.

The presentation is one that stays at 30k feet and away from technical details. Details can be discussed in sidebars or later communication with individual stakeholders.

The Meeting is scheduled and conducted by the Construction Manager who presents the following:

1. **Sign-In Sheet** – to collect contact information for appropriate stakeholders
2. **Proposal** - rough draft with major deliverables on one page, details as an attachment
3. **Scope** - a one-page document identifying what is in and what is out of the scope of work.
4. **Project Schedule** –detailed schedule including a list of all activities with risks
5. **Performance Measurements** DCAM/CAP Form 410BV –how Construction Manager will measure and document their performance and risk mitigation continually
6. Present **Weekly Risk Report (WRR)** DCAM/CAP Form 100BV format
7. **Milestone Schedule** –schedule including Clarification Phase, the award, and project completion
8. **Risk Management Plan (RMP)** –RMP identifying the risk, risk mitigation, and measurement of the risk mitigation.
Identify every activity which involves participants who the Construction Manager does not control, or where insufficient information exists and provide the following information:
 - When the risk occurs
 - What the Construction Manager will do to minimize the risk that they do not control
 - How the Construction Manager will know if they are being successful in mitigating the risk
 - How the Construction Manager will know that they are not successful in mitigating the risk
 - How the Construction Manager will communicate this to the state
 - How the Construction Manager will ensure that the state understands and pays for the risk
 - How the Construction Manager will convince the state they are acting in the state's best interest and are doing the right thing, so transactions and cost can be minimized at that time.
 - How the Construction Manager will document deviations
 - If the Construction Manager does not identify the risk that they do not control in the Clarification Phase Document, then the Construction Manager is stating the risk (stated or not stated) is under their control and a part of their contract to meet the intent of the state.
9. **Financial Summary** – cost breakout of the project
10. **RFIs** - identify any Requests for Information the Construction Manager may have
11. **Action Item Checklist** – identify any actions, tasks, roles and responsibilities of the state
12. **State Concerns** – after the Construction Manager's presentation, listen to the state identify technical concerns, issues and risks that were not identified by the Construction Manager
13. **Construction Manager Action Item List** – Construction Manager records action items to be resolved by the Construction Manager before the contract is signed including any disagreements or additional project risks identified to be added to the Risk Management Plan

2. CLARIFICATION PHASE / MODIFICATION OF DRAFT PROPOSAL – 10 DAYS

- Construction Manager revisits the site/building to do any additional investigating
- Construction Manager coordinates with all parties that will be involved with the project
- Coordination and planning with the state
- Resolves concerns and issues they have with mitigating actions
- Finalize the Clarification Phase Documents

3. FINAL CLARIFICATION PHASE MEETING – 0 DAYS

3.1 Prior to the Meeting the Construction Manager:

- Completes and finalizes all documents
- Addresses all issues
- Sends a copy of the Clarification Phase Document to the state for review

3.2 The Meeting

The Construction Manager should give a presentation which walks the state through the entire project and summarizes all of the information addressed during the Clarification Phase.

The **Clarification Phase Document** presented by the Construction Manager to the state includes:

1. **Executive Summary** – All clarification phase documents summarized in 1-2 pages
2. **Proposal** – major deliverables listed on one page with details as an attachment
3. **Scope** – the finalized document including 1 page description of what is out of the scope
4. **Project Schedule** – detailed and complete
5. **Performance Metrics** – using the Performance Measurements Checklist DCAM/CAP Form 410BV
6. **Weekly Risk Report (WRR)** DCAM/CAP Form 100BV format
7. **Milestone Schedule**
8. **Risk Management Plan (RMP)** including list of risks in activities
9. **Project Action Item Checklist** of the state's actions, tasks, roles and responsibilities
10. **Project Financial Summary** including:
 - Construction Manager's original project cost
 - List of agreed/accepted Value Added Options (with impact to cost)
 - List of agreed/accepted Scope Changes or Additional Work (if applicable) (with impact to cost)
 - Schedule of Values
11. **Project and Emergency Contact List**

The Clarification Phase Documents will become part of the contract

The state approves all Clarification Phase documents and schedules a Clarification Meeting (if needed)

4. CONTRACT AWARD – 10 DAYS

Contract includes:

- The state's contractual requirements
- Construction Manager's Clarification Phase Documents

4.1 Contract Award

Construction Manager produces Weekly Risk Report (WRR) DCAM/CAP Form 100BV immediately on a weekly basis including operation of the WRR. The WRR defines that the Construction Manager's role becomes Quality Control and Risk Management, coordinating, tracking, and mitigating risk of all actions and delivering the service.

The state's role becomes Quality Assurance (QA). QA is defined as ensuring that the Construction Manager is using their risk management system (WRR) to deliver their service and mitigate risk according to the operation of the WRR.

WEEKLY RISK REPORT (WRR) INSTRUCTIONS

Overview

The weekly report, DCAM/CAP Form 100BV, is an Excel file that must be submitted on Friday of every week through project closeout. DCAM/CAP will provide the Excel file containing the weekly report.

The completed report must be saved using the date and CAP number of the project given by DCAM/CAP (Format: YYMMDD CAP number; For example, 'CAP number 08999' for the week ending 11/16/07, should be labeled '071116 CAP0899'). Weekly Reports should be emailed to the Using Agency Project Manager, DCAM/CAP Project Manager and PBSRG (jacobk@exchange.asu.edu).

The DCAM/CAP Project Manager will rate their satisfaction level on the weekly report with the Contractor's ability to minimize risks that they don't control on a scale of 1-10 (10 being completely satisfied and 1 being completely dissatisfied). If no risks occur, the customer satisfaction will automatically be a 10.

Note: The weekly report will be analyzed for accuracy and timely submittal. At the end of the project, the DCAM/CAP Project Manager may modify the post project rating based on the accuracy and timeliness of the report.

The following documentation is included in the weekly report:

Project Setup Sheet

All fields in the project setup sheet must be filled out at the beginning of the project.

Schedule And Budget Sheet

This sheet has two main tables: 1) Awards and Modifications and 2) Schedule – Milestones. All awards and modifications, including all changes to the original contract amount or time, must be listed in the awards and modification table. Every modification (except for those dealing with phase changes) must identify in the description column, a risk on the risk page that briefly explains the situation that caused the modification.

A milestone schedule, based upon the schedule of work, should be placed in the Schedule – Milestones table. This should only contain significant and critical activities. The schedule should list activities through construction close-out of a project. Every week the percentage complete and the actual/projected date columns should be updated.

Whenever an item is inserted into either of the tables all of the table columns must be filled out.

Risks Sheet

This sheet documents any risks that actually occur on a project that affect the cost, schedule, or customer satisfaction of a project. The Contractor must fill in every field and follow the directions given, using the example on the risk sheet. The Contractor should also update the actions taken on every risk by identifying the date and the action performed, in the "plan to minimize risk" field.

The DCAM/CAP Project Manager that will be rating each risk should be listed in the "Owner Contact rating 'Satisfaction Ratings'" field.

The date should be updated each week.

Risk Management Plan (RMP) Sheet

The RMP sheet is a compilation of ALL risks (obtained from Risk Management plans, interviews, Owner, Other Parties and the Contractor) and solutions to each risk identified during the Clarification Phase. This sheet is filled out at the beginning of the project by the Contractor and all additional risks identified during the project are added as they are identified, even if the impact of the risk is uncertain. All risks should be prioritized from the greatest impacting risk to the least impacting risk.

The list of risks should also include:

1. Any risks or concerns identified by other users/parties.
2. Any actions requiring client participation or approval, outside regulatory participation, or factors outside the control of the Contractor. Each action must have a due date and a minimization plan.

WEEKLY REPORT CHECKLIST

<input type="checkbox"/>	<p>Open latest 'Weekly Report', DCAM/CAP Form 100BV, Excel spreadsheet. Go to the 'Risks' worksheet, and update the 'Week Ending' date for that week.</p> <p>If there are no changes or additions to the project, the report will be identical to the previous week, except for the date. The report must be submitted every week by Friday.</p>
<input type="checkbox"/>	Add any items that have been identified this week to the bottom of the list.
<input type="checkbox"/>	Update any items that have been resolved this week.
<input type="checkbox"/>	Update any 'old' items that have remained unresolved.
<input type="checkbox"/>	Add any Change Orders or Modifications from this week to the "Schedule & Budget" sheet.
<input type="checkbox"/>	<p>Contact the Owner and have them rate each of the items in the 'Satisfaction Rating' column. The ratings are done on a scale of (1-10):</p> <p>1 = Owner is not satisfied, 10 = Owner is highly satisfied.</p> <p><i>**Note: The Owner has the opportunity to change the 'Satisfaction Rating' from week to week, whether it has been resolved or not.</i></p>
<input type="checkbox"/>	<p>Save the Excel Spreadsheet as 'YYMMDD CAP Project Number'</p> <p>i.e. '070316 CAP08999 for CAP Project Number 08999, week ending 3/16/07.</p>
<input type="checkbox"/>	Email a copy of the 'Weekly Report', DCAM/CAP Form 100BV, to all persons required to be notified by the above "Weekly Reporting Guide".



State of Oklahoma
Office of Management and Enterprise Services
Division of Capital Assets Management
Construction and Properties

Clarification Phase Activity
Checklist

After notification by the state that the Construction Manager has been selected to participate in the Clarification Phase, the Construction Manager takes over facilitation of the Clarification phase. Below is a Checklist for use by the Construction Manager to track the events, schedule and any deviations from the schedule for this phase.

#	SELECTION ACTIVITY	PLANNED COMPLETION DATE	ACTUAL COMPLETION DATE	BV EXPERT SIGN-OFF	MEASURE	EXPLANATION FOR DEVIATIONS
1	Client notifies prioritized best value vendor					
2	Vendor sends rough draft proposal to client including:					
a	PowerPoint Presentation					
b	Sign-In Sheet					
c	Proposal					
d	Scope					
e	Project Schedule (including Clarification Phase Schedule)					
f	Performance Metrics					
g	Weekly Risk Report (WRR)					
h	Milestone Schedule					
i	Risk Management Plan (RMP)					
j	Financial Summary					
k	RFIs					
3	Clarification Phase Kickoff Meeting					
a	Attendance					
b	Presentation					
c	Client Concerns					
d	Additional Project Risks					
e	Vendor Action Item List					
f	Client Action Item List					
4	Modification of Draft Proposal					
a	Vendor Finalizes Clarification Phase Documents					
b	Vendor Submits Final Documents to Client					
5	Final Clarification Phase Meeting					
a	Vendor Presents Final Documents to Client – see Clarification Deliverables Checklist					
b	Client Approves All Clarification Phase Documents					
c	Clarification Meeting Held (if applicable)					
6	Contract Signed					
7	Notice to Proceed Issued					



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Clarification Phase Deliverables
Checklist

Checklist for use by the Construction Manager to track completion of the deliverables for the Final Clarification Phase Meeting of the Clarification Phase and any deviations from the schedule for this phase

#	SELECTION ACTIVITY	COMPLETION DATE	BV EXPERT SIGN-OFF	NOTES / EXPLANATION FOR DEVIATIONS
1	Executive Summary			
2	Proposal			
3	Scope			
4	Project Schedule			
5	Performance Metrics			
6	Weekly Risk Report (WRR)			
7	Milestone Schedule			
8	Risk Management Plan (RMP)			
9	Project Action Item Checklist			
10	Project Financial Summary			
a	Vendor's Original Project Cost			
b	List of agreed/accepted Value Added Options (with impact to cost)			
c	List of agreed/accepted Scope Changes or Additional Work (Alternates), if applicable (with impact to cost)			
d	Scope of Values			
11	Project and Emergency Contact List			



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Performance Measurement
Checklist

A checklist for use by the Construction Manager to track their Performance Metrics development during the Clarification phase

#	ACTIVITY	FACTORS IMPACTED	PERFORMANCE MEASUREMENTS
1	Example: Time to Resolve Client Issues	Number of Issues: Time it takes to respond with options: Number of clients	Response Time
2	Example: Educating on New Software	Number of clients: 25 Number of users trained: 55 Number of days educated: 2 Number of days training: 2 Expected passing rate on test: 80% Passing test score: 80% Attendance (%) Cost: \$10k Time: 20 Hrs for Two People	% Trained Number Trained Passing% Training Days % Avg. Training Score Attendance % Cost % Time %
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EXAMPLE LETTER "A"

June 23, 2003

Division of Capital Assets Management
Attn: Administrator
P. O. Box 53218
Oklahoma City, OK 73152-3218

Dear Administrator,

The [state agency name] wishes to request formal designation for the construction management delivery method in connection with the following project:

- Description and Scope of the Project
- Estimated construction cost
- Desired starting and completion date
- Certification of funds available

The reasons we believe the project merits consideration for construction management are [Reasons the project merits consideration for Construction Management, per O.A.C. 580:20-17-5(b)]

Upon approval we are requesting a consultation with Construction & Properties to review our needs and project requirements and assistance with the solicitation, selection and project delivery process.

Our designated representative for this project is:

Name
Title
Email address
Phone numbers
Mailing address
Fax number

If you have any questions, please contact [designated representative] for additional information.

Sincerely,

Name
Title

EXAMPLE SOLICITATION

May 1, 2012

RE: Solicitation for Construction Management Services
Name of Project
Name of Agency

Ladies and Gentlemen:

The University of Oklahoma intends to select a Construction Manager to provide construction management services in connection with the renovation of space at the University of Oklahoma Schusterman Center in Tulsa to create new classrooms in Building 4W and an instructional laboratory for the College of Pharmacy. The Construction Manager selected for this project will be required to: (1) conduct a Clarification Phase prior to contract award, and complete and turn in a weekly report during the contract term as discussed in DCAM/CAP Form 400BV. The estimated total project cost is approximately \$750,000 to \$1,000,000. It is anticipated that funding will come from a combination of University sources.

We anticipate that the selection of a Construction Manager will be completed within ninety (90) days and the bidding and construction phase started thirty (30) days thereafter. It is the intent of the Using Agency to occupy the facilities in the fall of 2013.

To be eligible for consideration, your organization must be in good standing and have an approved DCAM/CAP Form A305CMBV on file with the Division of Capital Assets Management, Construction and Properties Department.

If your organization is interested in providing the needed Construction Management services, please respond prior to the close of business on May 20, 2009 and include the following in your submittal:

- Cover letter indicating interest in the project and ability to commence work immediately upon selection
- Submittal Requirements Stated in DCAM/CAP Form M100BV, and Attachments:
 - Project Capability Submittal Instruction (DCAM/CAP Form 210BV)
 - Project Capability (PC) Plan Template (DCAM/CAP Form 211BV)
 - Risk Assessment (RA) Plan Template (DCAM/CAP Form 212BV)
 - Value Added (VA) Plan Template (DCAM/CAP Form 213BV)
 - Past Performance Information (PPI) Instructions (DCAM/CAP Form 200ABV)

DCAM/CAP forms are available at <http://www.dcs.ok.gov>.

Please provide one original copy of all materials to:

via US Mail

Attention: Solicitation 10XXXX
Division of Capital Assets Management
Construction and Properties
PO Box 53448
Oklahoma City, OK 73152-3448

Hand Delivery or Common Courier

Attention: Solicitation 10XXXX
Will Rogers Building
2401 N. Lincoln, Suite 106
Oklahoma City, OK 73105

If you have questions about the scope of work, the schedule or other aspects of the project, please contact Mr. Wilton Berry at (405) 271-2305.

Sincerely,

John W. Morrison
Administrator

Cc: Mr. John Doe, [Agency]

*Please note: Each organization is responsible for verifying that its registration with CAP is current (www.dcs.ok.gov, click on the Construction & Properties link, then the CAP Registration Lists link). Organizations may renew up to 6 days before the date the Solicitation is due. Construction Managers must register annually by submitting an updated DCAM/CAP Form A305CMBV to Construction & Properties.