



Construction Manager General Contractor

MANUAL OF INSTRUCTION FOR PROCUREMENT

2023

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1 Introduction

1.1 Purpose

The purpose of the Construction Manager General Contractor (CM/GC) Manual of Instruction for Procurement (MOI) is to outline the Tennessee Department of Transportation's (TDOT) general process for procuring transportation projects through the CM/GC project delivery method. The MOI communicates the key aspects of TDOT's CM/GC processes to TDOT staff, construction industry, and the design community. TDOT may elect to revise any part described herein, with or without notice. Any revisions to the procurement process will require prior approval from FHWA.

1.2 Authority

The authority for TDOT to use CM/GC as an alternative contract delivery method in Tennessee is pursuant to Tennessee Code Annotated (TCA) §54-1-501 through § 54-1-508. Additionally, 23 CFR Part 635, applies to all Federal-aid projects within the right-of-way of a public highway, those projects required by law to be treated as if located on a Federal-aid highway, and other projects which are linked to such projects (*i.e.*, the project would not exist without another Federal-aid highway project) that are to be delivered using the CM/GC method. To the extent this MOI conflicts with the formal procurement documents (RFQ and RFP described below), any state or federal laws, rules, and/or regulations, those documents and/or laws, rules, and/or regulations supersede the conflicting provisions within this MOI.

1.3 Limitations

If a proposed CM/GC contract has a total estimated contract amount exceeding one hundred million dollars (\$100,000,000), the Department shall specifically identify the project as a proposed CM/GC project in the State Transportation Improvement Program submitted annually to the general assembly in support of the Commissioner's annual funding recommendations.

The cumulative number of alternative contracts procured in a single fiscal year must not exceed twenty-eight (28). The twenty-eight projects include only those alternative contracts funded by the state highway fund.

1.4 Background

CM/GC is a project delivery method that allows TDOT to engage a construction manager during the design process of a project to provide constructability input through a competitive qualification-based selection process. Throughout and following the design process, TDOT and the construction manager negotiate a guaranteed maximum price (GMP) for the construction of the project based on the defined scope and schedule.

CM/GC utilizes an integrated team approach made up of 3 entities: 1) Owner (TDOT); 2) Designer (in house or consultant); and 3) Construction Manager. TDOT expects that the CM/GC contract will be made up of two parts:

- 1) The first part is the Preconstruction Services Agreement that covers the scope of work to be

provided in the Preconstruction Phase and the compensation for that work.

- 2) Part two is the Construction Contract for the construction work to be performed. Compensation for this phase will be in accordance with the GMP or Early Work Amendment.

2 Project Funding & Initiation

2.1 Obligation of Funding

TDOT prioritizes projects through the Statewide Transportation Improvement Program (STIP) as required by the Federal Highway Administration (FHWA). A project must be scoped and the initial estimate must be complete to be included in the STIP. Funding for Preconstruction activities must be obligated and approved and the National Environmental Policy Act (NEPA) Document must be complete prior to releasing the RFP for a project in order to make payments to the CM/GC and to allow for detailed scoping and development of a project beyond the preliminary conceptual plans. If federal funds are involved, the procedures for approval and authorization must be followed as detailed in 23 CFR 630.106. Construction funds shall not be obligated prior to completion of the NEPA Document and must be obligated prior to letting any early work amendments or, prior to GMP negotiations.

2.2 Written Notice

As required by TCA §54-1-501, prior to moving forward with a project using CM/GC, the TDOT Commissioner will send written notice identifying the project and justification to the Chairman of the State Senate Transportation and Safety Committee and the Chairman of the State House Transportation Committee.

3 CM/GC Procurement Phase for Preconstruction

3.1 Oversight Committee Roles and Responsibilities

The Oversight Committee consists of the Department's Chief Engineer, Assistant Chief of Operations, Assistant Chief of Engineering, Assistant Chief of Program Delivery, and may include the Assistant Chief of Alternative Delivery. The Department's Chief Engineer shall serve as the Oversight Committee Chairperson. The roles and responsibilities of the Oversight Committee are as follows:

- Meet with the Director of Alternative Delivery prior distributing CM/GC proposals to explain the purpose, objectives, and goals of the project.
- Prior to the release of the RFP, approves project goals and priority, selection criteria in the RFP, and Evaluation criteria.

3.2 Director of Alternative Delivery Roles and Responsibilities

The Director of Alternative Delivery, or their designee, shall serve as the Selection Committee chairperson. As chairperson, and non-scoring member, he/she must first focus the Selection Committee's efforts on ensuring

compliance with technical and process details of the contract. Secondly, the Director of Alternative Delivery or designee will oversee the administration of the overall contract once awarded. The composition of the assigned project team may vary widely from project to project and region to region.

The Director of Alternative Delivery responsibilities may include:

- Request Selection Committee members from division directors with the most involvement in the project and request any technical expert participation.
- Meet with Selection Committee prior to distribution of proposals to explain the unique challenges, primary goals, and significant considerations concerning the project.
- Provide oversight and assist the Selection Committee during the entire evaluation process.
- Submit written requests for clarification to a CM/GC proposer if a Selection Committee member determines that a response to the RFP contains unclear information or otherwise needs clarification.
- Responsible for ensuring the timely progress of all evaluations, coordinating any meeting(s) and ensuring that appropriate records of the evaluations are maintained.
- Take whatever steps appropriate to arrange for substitution and/or supplementation of evaluation personnel if a member is unable to complete his/her responsibilities, or if additional members are necessary to evaluate the responses more thoroughly.
- Ensure that each Selection Committee member individually reviews and assesses each CM/GC's response using the RFP (as amended) and criteria set forth in the evaluation criteria.
- Review all evaluation findings and scores that are provided by the Selection Committee members.
- Ensure each Selection Committee member has consistently determined the evaluation findings and scores.
- Calculate composite scores for each CM/GC.
- Develop the summary evaluation for the apparent CM/GC or first-tier proposers.
- Present all first-tier proposals to the Commissioner in alphabetical order for CM/GC selection.

3.3 Selection Committee

3.3.1 Composition

The rules for the composition of the Selection Committee based on TCA §54-1-504, are outlined as follows:

- The committee shall be comprised of five (5) voting members.
- Three (3) of the members will be current TDOT Employees with one (1) member at a minimum, being a professional licensed engineer in the state of Tennessee.
- Two (2) of the members will be non-TDOT employees that are residents of Tennessee. At least one (1) of the members must be a licensed professional engineer in Tennessee, and at least one (1) of the members must have a minimum of ten (10) years of construction or highway engineering design experience.

The Department's selection committee composition is designed to facilitate a fair and unbiased evaluation and

ensure that the Department selects the best-evaluated proposer with the necessary skills, personnel, resources, systems, and experience to provide valuable input to the design of the project. In general, the TDOT voting members will be comprised of Regional and/or Headquarters Discipline Leads that will be most involved and familiar with the project as well as the Alternative Contracting Project Manager. The non-TDOT voting members will be from the road building industry including contractors and consultants.

3.3.2 Roles and Responsibilities

It is the responsibility of the Selection Committee to fairly and thoroughly assess each proposal submitted in response to the Department's RFP. Each member will be responsible for independently evaluating and scoring the Statement of Interest (SOI), technical proposal, and interview and assigning an over-all score for each proposal. An outline the Selection Committees duties is as follows:

- Read and understand the contents of the RFP including the contents of the evaluation manual (goals, evaluation criteria, and qualitative assessment guidelines) prior to proposal due date.
- Members of the Selection Committee shall not communicate with each other concerning their review or evaluation of the proposals. Prior to reviewing RFP proposals, each committee member must complete an affidavit stating that they will not discuss the proposals nor their review thereof with anyone other than the Department employee specifically listed in the RFP as the appropriate point of contact. Additionally, each member must complete an affidavit stating that they have no knowledge of having a conflict of interest, financial or otherwise, regarding their ability to fairly evaluate the proposals.
- Each member will independently and in confidence score each proposal using the goals and criteria described in the RFP on a copy of the scoring form provided in the RFP.
- Each member will independently and in confidence score each proposer's oral interview based on the criteria provided in the RFP on the interview scoring form provided in the RFP.
- Each member will submit their scores along with a summary identifying the strengths and weakness for each proposal to the Selection Committee Chair. During the debriefing period, each proposer's overall score will be revealed to that proposer. However, the specific scores and the Selection Committee member that assigned it will remain anonymous.

3.4 Guidelines for Developing the Request for Proposal (RFP)

3.4.1 RFP Guidelines

Generally the procurement process for CM/GC proceeds directly to the advertisement of the RFPs, without the submittal of an initial Statement of Qualifications. If the Department desires to shortlist proposers an RFQ will be issued prior to releasing the RFP. Pursuant to TCA §54-1-504, the RFP must meet the following requirements:

- 1) The RFP shall not require prior experience with any specific project delivery method as a condition for submitting a responsive proposal. Additionally, the RFP shall not solicit information concerning a proposer's experience with any specific delivery method nor shall any credit or preference be given for such experience in the scoring of the proposal.
- 2) Pursuant to TCA §54-1-504 (3)(C), TDOT reserves the right to include provisions in the RFP for the Selection Committee to make an initial review and evaluation of proposers through a request for qualifications (RFQ) with a more detailed proposal to be submitted by a short list of proposers.

- 3) The RFP shall include, but not be limited to, the following:
- a. The procedures for submitting proposals and the criteria for evaluating qualifications and the relative weight for each criterion as indicated in the technical scoring matrix. Scoring Matrix shall be included in the RFP.
 - b. The form of the contract to be awarded for pre-construction services.
 - c. A listing of the types and scope of pre-construction services that will be required.
 - d. The scope of the intended construction work and a requirement that the CM/GC, if awarded the construction contract, will self-perform a minimum of thirty percent (30%) of the total cost for construction, excluding specialty items as defined in the RFP. The cost for pre-construction services shall not be considered part of the thirty percent (30%) but may be considered a specialty item as defined in the RFP.
 - e. Any budget limits for the construction project and the pre-construction services.
 - f. The method of payment and structure of fees for the pre-construction services.
 - g. A requirement that the proposer submit relevant information regarding any licenses, registration and credentials that may be required to construct the project, including information on the revocation or suspension of any license, registration, or credential. A Tennessee contractor's license shall not be required to submit a proposal or to be considered for award of a contract for pre-construction services; provided, however, that a Tennessee contractor's license shall be required prior to the execution of any contract for pre- construction services or to construct the project.
 - h. A requirement that the proposer submit evidence that establishes the entity has the capacity to obtain the required bonding and insurance for the project.
 - i. A requirement that the proposer submit information concerning any debarment or default from a federal, state, or local government project within the past five (5) years.
 - j. A requirement that the proposer provide information concerning the bankruptcy or receivership of any member of the entity including information concerning any work completed by a surety.
 - k. A requirement that the proposing firm provide evidence that the proposing firm has actual experience in the successful construction of other highway transportation projects, as well as the competency, capability, and capacity to complete a project of similar size, scope or complexity; and further, the proposing firm may not rely on the construction experience of a subcontractor or other team member for the purpose of meeting this requirement.
 - l. An affidavit that shall be signed by each proposer competing for a CM/GC contract affirming that the company, its agents, subcontractors, and employees have/will not communicate with any member of the Selection Committee, or with any employee or official of the Department concerning the review or evaluation of any proposal. A proposer may communicate with the main point of contact identified in the RFP. Any violation of this restriction shall render the proposer ineligible for selection.
 - m. A prohibition that excludes any person or firm that has received compensation for assisting the department in preparing the RFP from submitting a proposal in response to the RFP or participating as a CM/GC team member.

In addition to meeting the TCA codes above, the RFP will also include the following:

- Project description
- Project goals

- Project administration point of contact
- Key events schedule
- Identify whether interviews will be conducted before establishing the final rank.
- Link or reference to a sample preconstruction contract.
- List of all required deliverables

3.4.2 Required RFP Approvals

Prior to the advertisement of the RFP the following approvals must be obtained:

- 1) The Selection Committee shall approve the proposed RFP indicating that the RFP complies with the requirements in part 3 of this section. The approval will be by majority vote in a closed meeting that is not open to the public.
- 2) The Oversight Committee must approve
 - a. Project Goals and priority
 - b. Evaluation Criteria

3.5 Advertise Notice to Contractors for CM/GC Services

TDOT will publicly advertise CM/GC projects on the Alternative Delivery Webpage by advertising requests for Letters of Interest (LOIs). Projects may also be advertised in a newspaper of general circulation in the region of the state where the work is to be performed. CM/GC projects will also be announced in advance on the Alternative Contracting Projects webpage at [Alternative Delivery \(tn.gov\)](http://Alternative Delivery (tn.gov)).

3.6 Evaluation Criteria & Selection Process

3.6.1 Evaluation Criteria Guidelines

Selection scores will be composed of two parts. The first part is based on the proposals, the second part will be based on the oral interview. Points will be assigned to the selection criteria considering the priority of the project goals. A sample scoring matrix is included in Appendix C. The specific evaluation criteria and point values will be listed in the RFP but will generally be as listed below:

Proposals

- 1) Project Management Team/ Capability of the Proposer
- 2) Project Approach
- 3) Project Innovations
- 4) CM/GC Design Process Support
 - a. Risk Management
 - b. Decision Analysis and Resolution
 - c. Cost Estimating and Open Cost Modeling
 - d. Schedule Management

- e. Subcontractor Plan

Oral Interview

- 1) Presentation and Question and Answer Session
 - a. Project Understanding
 - b. Project Approach
 - c. Project Innovation
 - d. Communications Skills
 - e. Understanding of the CM/GC Delivery Method
- 2) Team Challenge
 - a. Challenge Understanding
 - b. Recognition of Key Points and Ideas
 - c. Team Collaboration
 - d. Communication Skills
 - e. Understanding of CM/GC Delivery Method and Context Sensitive Solutions
 - f. Understanding of Project Goals

3.6.2 Mandatory Pre-Proposal Meeting

A Mandatory Pre-proposal meeting will be held at a time and place as stated in the RFP. This meeting will introduce all contractors to the CM/GC contract delivery method, give an overall introduction to the project as scoped, and enable TDOT to answer any questions about the project and the process. TDOT staff assigned to the project from the Alternative Contracting Office will be present. Failure of a contractor to attend this meeting will exclude their participation in the contract, and any proposal submitted by the contractor will be rejected. The Department will respond orally or in writing to the contractor’s questions. If the Department determines that formal answers or changes to the RFP, specifications or contract terms are warranted, the Department will issue formal written clarifications or addenda in accordance with the terms of the RFP.

3.6.3 SOI/ Proposal Submission Requirements

All SOIs and proposals submitted must consist of the proper format and page number identified in the RFP, including all attachments. The proposer must review the RFP for specific submittal requirements as well as page number limitations. The Selection Committee reserves the right to rate any proposal as non-responsive that fails to include any information required in the RFP.

The proposer is responsible for assuring that the SOI and proposal is delivered on time and to the correct location as identified by the RFP. TDOT will not accept late submittals and will accept no responsibility for mislabeled or damaged mail.

TDOT reserves the right to:

- Reject non-responsive SOIs/ proposals.
- Waive discrepancies and informalities in the SOIs/ proposals
- Terminate all or part of the CM/GC procurement process.

3.6.4 CM/GC Interviews

The TDOT Selection Committee will conduct mandatory oral interviews with proposers as part of the selection process. All short list firms or firms that submit responsive proposals will have the opportunity to interview with the selection committee. The confidential interviews will be held separately with each proposer. The interview will not be used to fill in missing or incomplete information that was required in the written proposal. The interview will not be used as an opportunity by the proposers to revise or supplement their proposals. The interview is a key indicator of ability of the proposer's team. The interview process, scoring criteria, and weights will be detailed in the RFP.

3.6.5 Final Scoring

Each Selection Committee member will independently score proposers based on a weighted score for the Proposal and the interview. The Selection Committee Chair will average the scores for each proposer from all committee members to determine the final score for each proposer. The proposer with the highest total score shall be identified as a first-tier proposer. In addition, any proposer whose proposal is within five percent (5%) of the highest total score, must also be identified as a first-tier proposer. The evaluation criteria, maximum point values, and weights will be included in the RFP.

3.6.6 Commissioner's Acceptance

All first-tier proposals must be submitted in alphabetical order to the commissioner without an evaluation ranking. The Commissioner may select a first-tier proposer, or the Commissioner may reject all proposals and proceed with construction of the project through a lawful method for procuring a construction services contract.

3.6.7 Protest Period

Prior to the award of the contract, the Department will send a "notice of award" letter by email, facsimile, or mail to all proposers who participated in the CM/GC RFP process. The proposers will have seven (7) days to review the procurement file and to file a protest. To file a protest, an original letter signed in ink must be either mailed or hand delivered to the Commissioner. The letter must contain the solicitation number, the reason(s) for the protest, and the signature of an attorney or protesting party indicating that the protest is well grounded and warranted. In no event shall any protest be allowed more than seven (7) days calendar days after the proposer knew or should have known the facts given rise to the protest. If no protest letter including protest bond is received within seven (7) days, the Department shall proceed with the award.

3.6.8 Selection Process Debrief

After the protest period has ended and the preconstruction contract is awarded, the Department's procurement files will become available to public inspection. At that time, a debriefing on the selection process will be held with each unsuccessful proposer. The debriefing is to focus on the strength and weaknesses of the unsuccessful proposer and shall not include specific discussion of any other firm's competing proposal.

4 CM/GC Negotiation Phase for Construction

4.1 Confidentiality

The Department's detailed construction cost estimate, and any cost estimate prepared by an ICE, shall not be disclosed to the CM/CG, and shall remain confidential and not subject to public disclosure until after the award of the construction contract. Additionally, all GMP proposals submitted to the Department for review by the CM/GC shall remain confidential and not subject to public disclosure until after the award of the construction contract.

4.2 GMP Proposal

The GMP proposal must be within 10% of the ICE or the Owner's estimate to move forward with the award of the construction contract to the CM/GC. The contractor may submit up to three (3) GMP proposals at a maximum following the steps listed below:

1. **GMP Submission** – The contractor will prepare the GMP Proposal based on the issued construction plans and specifications, open book cost model, and all assumptions previously discussed and agreed upon during the preconstruction phase including any early work amendments or contingencies. The ICE prepares an independent cost estimate using the same established criteria. Both the ICE and contractor will submit their estimates to the TDOT Project Manager who will then compile a variance report between the contractor's, ICE's, and the Owner's estimate.
2. **GMP Negotiations and Pricing Reconciliation Meeting** – If the GMP proposal difference is not within 10%, the TDOT Project Manager and contractor must negotiate to reconcile major pricing differences. In general, this will involve revisiting pricing assumptions made by both the Contractor and the ICE.

4.3 Unsuccessful Negotiations

If a GMP agreement has not been reached following three (3) attempts, the Department will work with the FHWA Division Administrator to gain concurrence with moving forward to cancel the CM/GC process and prepare the plans, specifications, and estimate package for advertisement using the low bid procurement process. The unsuccessful CM/GC will be prohibited from bidding on the project.

4.4 Construction Contract Award

If the contractor's GMP proposal is within 10% of the Owner's and/or ICE's estimate, the Commissioner may, but is not required to, award the construction contract to the CM/GC.

4.5 Early Work Amendments

TDOT may elect to perform specific items of work or procure certain materials before the plans are 100% complete using early work amendments. The segment of work proposed using an early work amendment will be performed in accordance with all applicable permits and statutes and must not impact areas of the project that do not have all required clearances. The price for early work amendments will be negotiated using the same procedures established for the GMP proposal.

APPENDIX A: Commonly Used Acronyms

CFR	Code of Federal Regulations
CM/GC	Construction Manager / General Contractor
DB	Design-Build
DBB	Design-Bid-Build
FHWA	Federal Highway Administration
NEPA	National Environmental Policy Act
NHS	National Highway System
RFP	Request for Proposal
RFQ	Request for Qualifications
SOI	Statement of Interest
STIP	Statewide Transportation Improvement Program
TCA	Tennessee Code Annotated
TDOT	Tennessee Department of Transportation

APPENDIX B: Definitions of Selected Terms

Construction Manager/General Contractor (CM/GC) Procurement Process: A procurement process in which TDOT selects a Contractor to provide Preconstruction and Construction Phase services.

Early Work Amendment: The early procurement of items with long lead times or the completion of early construction tasks. Early utility and construction work does not guarantee the selection for final construction and must be independent and severable from the final construction package.

Request for Proposal (RFP): The Request for Proposal is a document that solicits proposals from prospective bidders that contains detailed instructions and project specific information.

Request for Qualifications (RFQ): A Request for Qualifications is a solicitation for qualifications from potential bidder used to develop a short-list of qualified proposers.

Selection Committee: The Selection Committee is responsible for evaluating and scoring all scoring categories established in the RFP.

Short-list: The list of Proposers that have been determined by the Technical Review and Selection Committees to advance to the RFP stage of the procurement process, based on the evaluation of the SOQs.

APPENDIX C: Sample Scoring Matrix

TENNESSEE DEPARTMENT OF TRANSPORTATION
SCORING FORM A: STATEMENT OF INTEREST/PROPOSAL EVALUATION FORM
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Name of Firm: _____ Name of Project: _____
 Evaluator No: _____ Date: _____

RFP Reference: Meets Minimum Requirements YES ___ NO ___

If the minimum requirements (including letter from surety) have not been met, specify the reason(s):

1	<u>Project Management Team/Capability of the Contractor - 50 Points Maximum</u>	-	-	-		
	Project Management Team	Rating		Weight		Score
	Composition of Team/Location/Organization		x	0.05	=	
	Job Descriptions and Responsibilities		x	0.01	=	
	Qualifications and Experience		x	0.05	=	
	Team Building and Collaboration		x	0.04	=	
	References		x	0.02	=	
	<u>Project Team Capability</u>					
	Prior Experience/Performance/References		x	0.14	=	
	Project Background and Success		x	0.14	=	
	Local Experience		x	0.05	=	
			1	Subtotal	=	
2	<u>Project Approach - 25 Points Maximum</u>					
	Project Goals	Rating		Weight		Score
	Firm Understands Project Goals		x	0.06	=	
	<u>Project Approach</u>					
	Strategic Project Approach		x	0.13	=	
	Safety		x	0.06	=	
		2	Subtotal	=		
3	<u>Project Innovations – 20 Points Maximum</u>	Rating		Weight		Score
			x	0.2	=	
4	<u>CM/GC Design Process – 5 Points Maximum</u>	Rating		Weight		Score
	Risk Management		x	0.01	=	
	Decision Analysis and Resolution		x	0.01	=	
	Cost Estimating		x	0.01	=	
	Schedule Management		x	0.01	=	
	Subcontractor Plan		x	0.01	=	
			4	Subtotal	=	
TOTAL SCORE: (100 Points Maximum)						(A)
Weight Overall Score: 50% X						(A) =

TENNESSEE DEPARTMENT OF TRANSPORTATION
SCORING FORM B: ORAL INTERVIEWS STANDARD EVALUATION FORM
 CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Name of Firm: _____

Name of Project: _____

Evaluator: _____

Date: _____

Oral Interview Section **100 Points Maximum, 50% Overall Weight**

Oral Interview Scoring Criteria	Rating		Weight	=	Score
Presentation Session		x	0.35	=	
Team Challenge		x	0.30	=	
Question and Answer Session		x	0.35	=	
TOTAL SCORE: (100 Points Maximum)					
Overall Weighted Score		x	50%	=	
					TOTAL SCORE

Team Project Challenge(s):

1.
2.

Questions Asked:

1.
2.
3.
4.
5.
6.

SCORING FORM D: FINAL SCORING MATRIX
CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES

Firm #	Met Minimum Requirements	SOI/Proposal Weighted Score	Oral Interview Weighted Score	Total Score

SAMPLE

APPENDIX D: Qualitative Assessment Guide

PROPOSAL, ORAL INTERVIEW EVALUATION SCORING NOTES:

- i. TDOT has developed a CM/GC Selection Panel Scoring Guide to promote objectivity and transparency. Selection Panel Members are required to read and follow all scoring guidelines.
- ii. Agencies are encouraged to include additional criteria that reflect the unique characteristics of the project under each category to help determine the submitter's overall qualifications.
- iii. Weights are to be assigned prior to evaluation and are to be consistent on all evaluation forms.
- iv. Selection Panel scoring values will be only numbers in whole number increments evenly divisible by 5 (e.g., 75, 50, 25, etc.). Scoring for the SOI/Proposal and Oral Interview Criteria form will be based on the following Qualitative Assessment Guidelines, which will be applied to all sections except the CM/GC Pre-Construction Fee.

Qualitative Assessment Guidelines	
Selection Team members will individually review and score each proposal category according to the criteria set forth in the RFP. Team members will evaluate each category sub-factor listed in this Evaluation Manual and assign those sub-factors a Qualitative Assessment Percentage according to the scoring range listed below:	
90-100%	The Proposer demonstrates a complete understanding of the subject and an approach that significantly exceeds the stated requirements and objectives of this scoring category. The proposal communicates an outstanding level of quality. The Proposer's qualifications are exceptional. Proposal shows no weaknesses or deficiencies for this scoring category.
70-89%	The Proposer demonstrates a strong understanding and has a strong approach to the scoring category. The proposal communicates a high level of quality and the proposal exceeds the stated requirements of the RFP. The proposal shows few weaknesses or deficiencies for this scoring category.
40-69%	The Proposer demonstrates a general understanding of the project and an approach containing some weaknesses/deficiencies regarding the stated requirements and objectives of this project. The proposal communicates an average level of quality and meets the stated requirements of the RFP.
20-39%	The Proposer has demonstrated a below average understanding of this scoring category and their response contains significant weaknesses and deficiencies. The proposal communicates a below-average level of quality. The Proposer's qualifications raise questions about the Proposer's ability to successfully meet the project goals.
0-19%	The Proposer has demonstrated a minimal understanding of this scoring category and their response contains numerous weaknesses and deficiencies. The proposal demonstrates little or no level of quality or value. The Proposer's qualifications raise questions about the Proposer's ability to successfully meet the project goals.