



FACILITIES MANAGEMENT  
Project Delivery Program

# **Selection of Design Team – Step 3 Design – Step 4**

July 11, 2012

# Project Management Concept

- Project Management Concepts
- Step 1: Needs Development
- Step 2: Scope Development
- **Step 3: Procurement of Design Team**
- **Step 4: Design**
- Step 5: Bid/Procurement of Contractor
- Step 6: Construction
- Step 7: Activation, Transition and Closeout
- Wrap-Up Summary
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# Step 3 and 4: Selection of Design Team and Design Phase

## **Step 3: Selection of Design Team**

- Continuing Services Agreements (CSA)
- Request for Qualifications (RFQ)

## **Step 4: Design Phase**

- Schematic Design
- Design Development
- Construction Documents

# Step 3: Procurement of Design Team



- At the beginning of this step, the project already has received all customer endorsements, approvals, and funding authorizations.

# Step 3: Selection of Design Team

- Qualification based process
- Need A/E teams for:
  - MEP Projects - \$8K or greater
  - Architecture - \$50K or greater
  - Other Engineering - \$20K or greater
- The two primary methods of procuring these services are:
  - Continuing Services Agreement (CSA) process
  - Request for Qualifications (RFQ) process
- Through JOC process (although not frequently used)
- CX agent selection and other services (as applicable) procurement should occur in parallel

# Step 3A: Continuing Services Agreement

- CSA Service Provider has been identified through transparent public bidding process.

<http://www.uh.edu/plantops/forms/project-delivery/Process-for-Awarding-CSA-Projects.pdf>

- Typical term is two (2) years with up to three (3) renewals of one (1) year each.
  - Architectural Services
  - Air Testing and Balancing Services
  - Commissioning Services
  - Project Management
  - Land Survey Services
  - Civil and Structural Services
  - Mechanical, Electrical & Plumbing Engineering (MEP)
  - Environmental Services
  - Geotechnical Services
  - Construction Material Testing

# Step 3A: Continuing Services Agreement

- **Selection and Award**

- PM contacts Contract Coordinator (CC) to obtain Request for Continuing Services Form
- CC provides pre-populated form with cumulative \$ amount awarded, # of projects, and past performance
- PM evaluates applicable service providers and may consult appointed (in-house) Service Representatives before making recommendation and justification to PPM

- **Approval**

- PPM/Director/Executive Director approval or recommendation of alternate firm
- PM prepares and issues project RFP to the approved service provider and negotiates service order
- If the PM is unable to reach an agreement, the PM issues RFP to the next identified service provider until the service order is executed or project is abandoned
- PM provides the CC approved Request for Continuing Service Form and necessary documents to complete the process and update the continuing service database
- The approved Request for Continuing Service Form shall be attached with the service order during the signatory approvals

# Step 3A: Continuing Services Agreement

- **Reporting**

- At the project conclusion, PM or PPM submits the post performance evaluation form to CC
- CC provides the executive leadership team monthly and quarterly activity reports highlighting the participation and performance
- On a quarterly basis the executive leadership and service representatives evaluate the activity reports and determines if the service provider's participation continues to provide the "best value" to the University

# Step 3B: Request for Qualifications (RFQ)

- **RFQ prep and submission**

- PM prepares the RFQ outlining scope, services needed and the selection criteria
- RFQ is reviewed by PPM, ED and OGC and then forwarded to Purchasing
- Seven member Selection Committee (SC) is identified
- Purchasing posts RFQ to ESBD, conducts pre-submittal conference, and issues addendum(a) as necessary. All logistics are handled by the PM
- After accepting all questions from the bidders and getting these answered by the PM (7-10 days prior to bid closing), Purchasing issues final addendum
- Purchasing along with CC compiles and distributes all the submissions and evaluation criteria to SC by uploading it on SharePoint Site
- SC will review and submit their evaluation to Purchasing and PM prior to the evaluation deadline
- Purchasing compiles the evaluation from SC and sends the results to PM and ED for review and for short list recommendation
- Purchasing forwards the recommendations on short list to EVP for approval
- After EVP response, Purchasing notifies the short-listed firms and sets interviews
- PM performs the interview logistics (date, location, time) along with preparation of interview questions and evaluation criteria, which is shared with SC and short-listed firms.

# Step 3B: Request for Qualifications (RFQ)

- **Interview and Selection**

- SC scores the interviewed firms and submits their evaluation to Purchasing and PM
- Purchasing compiles and shares the results with PM and ED for final review and recommendation for selection
- Purchasing shares the final selection with EVP for final approval
- Within 10 days the PM requests a proposal from the selected firm and begins negotiations
- If the agreement cannot be reached the PM moves to the second ranked firm
- After the agreement is reached and the proposal is received with all associated documents (HUB, sub-consultant, schedule, CO fee allowance, understanding of project scope and budget, goals, etc) PM prepares the contract package
- After seeking the contract package approval from PPM or equivalent, the PM shares this package with CC, who assigns contract # and drafts Professional Services contract, PPT, and signature page.
- CC also assures receipt of Worker's comp certificate, all necessary insurances, etc.
- After A/E signature, CC receives all other internal signatures for complete contract execution and then issues a Notice to Proceed (to be signed by PPM)

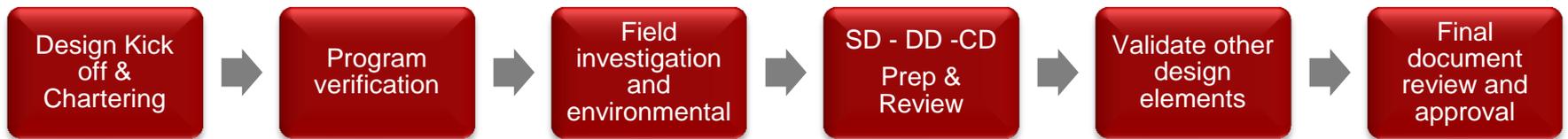
# Step 3B: Request for Qualifications (RFQ)

- **Contract Amendments**
  - If a change is necessary, A/E submits a requests to PM with scope and fees
  - Type of change is logged and cumulative record of change, change type and change amount is kept as part of the official project record
  - After negotiations a Design Change Order (DCA) is issued to the A/E firm
- **Other Professional Services**
  - Follow similar process as described for A/E team selection
- **Emergency Services**
  - University has a contract in place for full emergency response and restoration service
  - Emergency response usage form and service order form are required to procure these services

# Step 3: Selection of Design Team

**Questions / Discussion**

# Step 4: Design Phase



- At the beginning of this step, the project already has A/E or professional team selected and contracted.
- In house design/planning may be performed for landscape, interior, minor project planning, and some aspects of civil engineering after discussion with PPM or ED.

# Step 4: Design Phase

- Continuously monitoring the scope of work being designed and comparing it to the scope of work planned and budgeted is critical.
- The Project Manager proactively ensures that the project meets expectations within the defined constraints, including delivering a project on time and on budget. As a result of managing deliverables, change may be deemed necessary.
- All designs should adhere to the [Campus Design Guidelines and Standards](#). Any variance must be presented and approved by the Campus Core Team and a signed variance form must become part of the project record.

# Step 4: Design Phase

- **Design and Project Kick-off meeting**
  - Defines roles and responsibilities, gain endorsement of work plan, and charter the project team
  - **Agenda** should be prepared and distributed in advance. Within 3 days, meeting **minutes** should be completed with list of attendees, discussion points, conclusions, and action items. These are necessary for proper documentation and communication.
  - Topics to include scope, schedule, budget, site, reporting, safety, permitting, etc.
- **Charter the team (combined with kick off meeting)**
  - Structured process to guide the project team through defining itself: purpose, critical success factors, goals, roles, responsibilities, operating guidelines, interpersonal behaviors for assuring high quality performance.
  - Teams involved: Project team, executive team, stake holders team, friends and neighbors, programmatic and technical committees
  - Chartering addresses procurement, communications, and change management (scope creep, level of effort, quality creep, new technology/tools, and staffing)

# Step 4: Design Phase

- **Charter the team Contd..**

- Budget and variance from the design standards and guidelines should be brought to the attention of the Core Team for review and approval.
- Charter has to be endorsed (written endorsement) by all the participants of the chartering session (including the customer). Some politically sensitive or highly visible projects may need additional endorsements by key members of University management or stakeholders
- It may be necessary to review the charter and revise the work plan as the project progresses

- **Program Verification (POR)**

- POR needs to be up to date in every aspect and continue representing University's needs
- Schematic Design (SD) cannot begin until POR and proposed budget has been verified and approved

# Step 4: Design Phase

- **Schematic Design (SD) Phase**

- SD evaluates several options and determines general scope, preliminary design, scale, relationship among the project components and environment
- SD incorporates the master plan, project goals and University goals
- In SD expectations are set, project budget, and schedules are established

- **SD deliverables**

- Includes site drawings, floor plans, elevations, building sections, equipment and furniture layouts, updated project schedule, project cost, life cycle cost analysis and project specifications

- **SD distribution and review**

- 90%-95% SD deliverables are distributed to the project team
- Review meeting is scheduled by the PM where written comments are reviewed with the A/E
- Prior to completion and acceptance of the SD, A/E responds to the comments in writing and submits revised materials

# Step 4: Design Phase

- **Design Development (DD) Phase**

- DD develops the project in a greater details while refining the SD scope previously approved
- Building systems, equipment, fire protection, MEP systems, IT/Telecom are designed and coordinated through enlarged scale, drawings, plans, and elevations
- In DD A/E graphically demonstrates and communicates the complete project concept. Any change in scope after this phase will incur negative budget and schedule impacts

- **DD deliverables**

- Includes updated drawings, floor plans, elevations, building sections, equipment and furniture layouts, updated project schedule, updated project cost, final life cycle cost analysis, schedules, and project specifications

- **DD distribution and review**

- 50% DD deliverables are distributed to the project team
- Review meeting is scheduled by the PM where written comments are reviewed with the A/E. Prior to completion and acceptance of the DD, A/E responds to the comments in writing and submits revised materials

# Step 4: Design Phase

- **Construction Documents (CD) Phase**

- CD is the last stage of design and provides comprehensive and fully developed construction drawings and specifications to be used as bid documents for various trades, to determine final construction cost and to obtain necessary permits refining the SD scope previously approved
- Any change in scope in this phase will incur negative budget and schedule impacts

- **CD interim review**

- 50% interim review and 90%-95% reviews are completed for constructability and for identification of conflicts or issues
- Review meeting is scheduled by the PM where written comments are reviewed with the A/E. Prior to completion and acceptance of the CD, A/E responds to the comments in writing and submits revised materials
- When the PM verifies that all comments are addressed and issues resolved, PPM or equivalent signs the cover sheet and the project is ready for bidding

# Step 4: Design Phase

- **Other design elements required**
  - Prevailing wages
  - Plan approval and permits
  - HUB

## Questions / Discussion