

# BROWARD COUNTY PUBLIC SCHOOLS QSEC POLICY AND PROCEDURES

## ***The Qualification Selection Evaluation Committee (QSEC)***

### ***Policy 7003***

*Pre-qualification of Contractors and Selection of Architects, Engineers, Design Builders, Construction Managers, and Total Program Managers Pursuant to the Consultants Competitive Negotiation Act*

### ***Policy 7003.1***

*Contractor Pre-qualification Application Form*

***Mary Coker, Director, Procurement & Warehousing Services***  
***Maurice L. Woods, Chief Strategy & Operations Officer***



**BROWARD COUNTY PUBLIC SCHOOLS**

# Policy 7003

## Speaks to Two Distinct Activities

### Pre-qualification of contractors

Sample activities:

- Applications received and reviewed
- Prepare for QSEC pre-qualification meeting and send meeting materials to members
- Hold QSEC pre-qualification meeting to vote on staffs' recommendation
- Tracking, monitoring, and post-approval activities
- Send renewal notifications 90 days in advance of expiration

### Evaluation, selection, and recommendation of contracts

Sample Activities:

- Support Pre-bid document preparation
  - Assemble/Coordinate bid docs
  - Notices and advertisements
  - Addenda and questions and answers (Q&A), etc.
- Facilitate QSEC meeting
  - Scheduling and notifications
  - Evaluation and selection
  - Document distribution, minutes, posting, etc.
- Support Post-award activities
  - Coordinate and support Board prep, closeout, etc.

# MAJOR CHALLENGES IN RECENT MONTHS ARE BOTH POLICY AND PROCEDURE RELATED

- **Identifying qualified resources to address growing demand:**
  - Significant overlap in participants required to participate in Pre-qualification Committee and Evaluation Committee
  - Evaluation Committee member expertise, experience with QSEC, reaching quorum, etc.
  - Internal, administrative bandwidth for manual pre- and post-prep activities
- **Higher level of cross-departmental collaboration and short lead-times impact:**
  - Scheduling and noticing of various bids
  - Delivery of information to committee members, etc.
- **Limited flexibility to organize bid packages to address timeline and volume challenges (e.g., multiple sites in single bid package).**



# Policy-Related Opportunities for Continuous Improvement

## *Part I: Policy 7003 and 7003.1 Related...*

### **Create separate policies for (1) Pre-qualification of contractors; and (2) Evaluation, selection and award of contracts:**

- Realign and consolidate references to pre-qualification into a single policy
- Modify/Streamline Evaluation and Recommendation Committees to ensure technical expertise and flexibility (7003):
  - Simplify and update committee descriptions to align with current organization structure
  - Adjust quorum to align with proposed committee structure
- Additions and changes:
  - Update titles of policies (7003 and 7003.1)
  - Incorporate language to identify the types of construction delivery methods available to Superintendent (7003)
  - Create flexibility in evaluation committee membership to accommodate multiple awards; two or more specific projects or packaged of projects (7003)
  - Incorporate language from State Requirements for Educational Facilities (SREF) 4.1 to justify removal of Dun Bradstreet (DB) report requirement and application (7003.1)

# Procedural Opportunities for Continuous Improvement

## *Part II: Procedure/Process/Administration Related...*

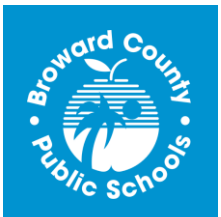
- Conduct formal orientations for selected Evaluation Committee members
- Apply the use of technology systems and applications
- Clearly define roles, responsibilities, and collaboration of new organization structure (project management, facilities/construction, procurement, etc.)
- For large projects, include formal, timed presentation and Q&A
- Leverage non-voting technical experts
- Address QSEC meeting volume concerns and ability to absorb increased demand
- Minimize scoring anomalies and outliers

# POLICIES 7003 AND 7003.1

## Questions & Comments?



# APPENDIX



# Research and Best Practices

Area	Research/Best Practices/Comments*
<p><b><u>Modify/Streamline Evaluation and Recommendation Committees to Ensure Technical Expertise and Flexibility</u></b></p>	<ul style="list-style-type: none"><li>• <b>63 percent</b> of survey respondents indicated that the make-up of their evaluation committees consisted of internal staff only</li><li>• <b>100 percent</b> of organizations surveyed have less than 10 voting members</li><li>• Miami-Dade County Public Schools: Procedures for Selection identifies between 6-8 voting members with 1 community representative</li><li>• Los Angeles Unified School District: Internal staff are required because of program knowledge. On some occasions external staff were used but not preferred</li></ul>

\*See Appendix for research surveys, sources, etc.



# Current Policy with Simplified Committee Composition Descriptions

Seat #	Description	RFP/RFQ Participant	Pre-qualification Participant	Comments
1	Deputy Superintendent Facilities and Construction Management or designee	1	1	
2, 10a	Chief Operations Officer or designee	2	1	Seat 10: General public appointee
3a	School District Designee		1	Area Director
3b, 7b	School Site Designee	2		Principal and general public appointee
4, 5	Facilities Operations	2	2	Director Planning and Design, Senior Project Manager, or Project Manager I, II, III, and Director of Safety
6	M/WBE Coordinator or Designee	1	1	
7	Superintendent Appointee: General Public		1	General public appointee
8, 9, 10b	Community/General Public Representative	3	2	South Florida AGC, ABC, BASF, and BASF and/or Facilities Task Force Chair/designee from District and/or Minority Builders Coalition
Total Voting Members		11	9	
Non-Voting members:				
<ul style="list-style-type: none"> <li>• One member of Facilities Audit Department</li> </ul>				
Quorum		7	6	

# Research and Best Practices

Area	Research/Best Practices/Comments*
<p><b>Incorporate language to identify the types of construction delivery methods available to Superintendent</b></p>	<ul style="list-style-type: none"> <li>• The Chief Facilities Officer shall determine which projects are to be constructed through the utilization of various delivery methods</li> <li>• Miami-Dade County Public Schools Policy 6330 references: <b>Construction Delivery Method</b></li> </ul> <p>The Chief Facilities Officer, his/her successor, or designee, shall determine which projects are to be constructed through the utilization of Construction Management, Construction Management At-Risk, Program Management Services, Competitive (Conventional) Bid, Design-Build or other delivery methods.</p>

**\*See Appendix for research surveys, sources, etc.**

# Procedure & Process Recommendations

## Requires Prioritization

Area	Research/Best Practices/Comments*
<p><b>Conduct formal orientations for selected Evaluation Committee members</b></p>	<ul style="list-style-type: none"> <li>• 50 percent of survey respondents indicated that they require formal Selection Committee orientation</li> <li>• Portland Public Schools: ...conducts a pre-evaluation meeting with the selected committee to discuss rules and signing of non-disclosure forms</li> <li>• Los Angeles Unified Schools: A kick-off meeting was required</li> <li>• Committee prep work provides an opportunity to discuss content to focus on during bid reviews, interpretation of selection criteria, procurement options (e.g., Design-Bid-Build, Design-Build, etc.),</li> </ul>
<p><b>Assess technology, systems/application to streamline evaluation &amp; selection processes</b></p>	<ul style="list-style-type: none"> <li>• Portland schools: ...uses PlanetBids to advertise, receive bids, and the scoring by the selection</li> <li>• Miami-Dade schools: Laptop provided to each selection committee member. On each laptop: advertisements, procedures for selection, reference documents, interview schedule, related Board policies, etc.</li> </ul>

**\*See Appendix for research surveys, sources, etc.**

# Procedure & Process Recommendations

## Requires Prioritization (continued)

Area	Research/Best Practices/Comments*
<p><b>Continue to enhance and clearly define roles and responsibilities of project manager, facilities/construction, procurement and legal</b></p>	<ul style="list-style-type: none"> <li>• Project manager responsible will develop recommendations on the contract type, selection criteria, and weightings in consultation with the facilities/construction department</li> <li>• Project manager in consultation with the procurement department will develop anticipated calendar/ schedule of events</li> <li>• Project manager in consultation with procurement department will determine selection criteria and weightings to ensure appropriate Minor/Women Business Enterprise representation</li> <li>• <b>63 percent</b> of survey respondents indicated that facilities or construction department evaluates bids</li> </ul>
<p><b>For large projects, include formal, timed presentation and Q&amp;A</b></p>	<ul style="list-style-type: none"> <li>• <b>80 percent</b> of survey respondents indicated that they utilize formal, timed structured presentations and Q&amp;A</li> <li>• Los Angeles Unified Schools: 60-minute timed presentation and 30-minute Q&amp;A (both timed)</li> <li>• Miami Dade Schools: 5-minute set-up; 15-minute presentation; 10-minute Q&amp;A; and 5-minute break-down and exit</li> <li>• Design-Build RFPs/RFQs: Include formal presentations for large projects, non-price criteria tend to be used more on large projects, and attract a higher weighting</li> </ul>

**\*See Appendix for research surveys, sources, etc.**

# Procedure & Process Recommendations

## Requires Prioritization (continued)

Area	Research/Best Practices/Comments*
<p><b>Leverage non-voting technical experts (e.g., Owners Rep) in independent review and providing advice to Evaluation &amp; Selection Committee members on technical considerations (e.g., formalized Q&amp;A)</b></p>	<ul style="list-style-type: none"> <li>• 50 percent of survey respondents indicated that their process allows for non-voting technical experts to participate in the evaluation and selection process</li> <li>• Los Angeles Unified schools: Technical panel members are included, but they are not allowed to score</li> <li>• Having non-voting technical experts in the selection process to advise the selection committee on technical issues</li> </ul>
<p><b>Address QSEC meeting volume concerns and ability to deliver quality evaluations and vendors</b></p>	<ul style="list-style-type: none"> <li>• Establish recurring QSEC meeting dates and times</li> <li>• 75 percent of survey respondents indicated that they conduct less than five (5) evaluations per month</li> <li>• Increase the frequency of when advertising requests and award recommendations can be presented to Board for approval</li> </ul>

\*See Appendix for research surveys, sources, etc.

# Procedure & Process Recommendations Requires Prioritization (continued)

Area	Research/Best Practices/Comments*
<b>Minimize scoring anomalies, outliers, and drastic differences in scoring</b>	The selection process should include a system that eliminates significant anomalies in the scores between different evaluators with unusually high or low scores being eliminated

\*See Appendix for research surveys, sources, etc.

# BEST PRACTICE RESEARCH SOURCES

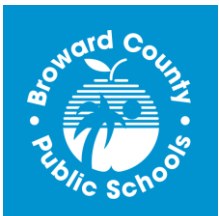
Source	Location
The Associated General Contractors of America	<a href="https://www.agc.org/sites/default/files/Files/Programs%20%26%20Industry%20Relations/Highway_CMGC_Best_Practices_Final_03-11.pdf">https://www.agc.org/sites/default/files/Files/Programs%20%26%20Industry%20Relations/Highway_CMGC_Best_Practices_Final_03-11.pdf</a>
Best Practices Best Value Selections for use of A Joint Publication of: Associated General Contractors of America and National Association of State Facilities Administrators	<a href="https://www.agc.org/sites/default/files/Project%20Delivery%20-%20Best%20Value%20Selection.pdf">https://www.agc.org/sites/default/files/Project%20Delivery%20-%20Best%20Value%20Selection.pdf</a>
The Four Stops on the Road to Alternative Project Delivery	<a href="http://www.holderconstruction.com/Home.nsf/content/Project_DeliveryPresentations">http://www.holderconstruction.com/Home.nsf/content/Project_DeliveryPresentations</a>
Consultants Competitive Negotiation Act (CCNA)	<a href="http://www.fleng.org/fice/images/ccnabrochure.pdf">http://www.fleng.org/fice/images/ccnabrochure.pdf</a>

**\*See Appendix for research surveys, sources, etc.**



# SURVEY RESPONSE SUMMARY

<b>TOPIC: Evaluation and Selection Scope and Structure</b>										
Questions	Response	LA Community College	LA Unified School Ddistrict	Durham Public Schools	Portland Public Schools	Miami Dade Public Schools	Duval Cnty Public Schools	Escambia Cnty School District	Lee County School District	% Response
What is the scope of your evaluation and selection process	<input type="checkbox"/> Pre-Qualification of vendors only									0%
	<input type="checkbox"/> Evaluation and Selection of bidders				1				1	25%
	<input type="checkbox"/> Both of the above	1	1	1		1	1	1		75%
What department in your organization evaluates bids of construction contractors	<input type="checkbox"/> Procurement or Purchasing department									0%
	<input type="checkbox"/> Facilities or construction department			1		1	1	1	1	63%
	<input type="checkbox"/> Hybrid dept	1	1		1					38%
	<input type="checkbox"/> Other									0%
On average, how many evaluations do you conduct in a month?	<input type="checkbox"/> Less than 5	1	1		1		1	1	1	75%
	<input type="checkbox"/> 5-10									0%
	<input type="checkbox"/> More than 10			1		1				25%





# SURVEY RESPONSE SUMMARY (CONTINUED)

TOPIC: Process for Evaluations										
Questions	Response	LA Community College	LA Unified School Ddistrict	Durham Public Schools	Portland Public Schools	Miami Dade Public Schools	Duval Cnty Public Schools*	Escambia Cnty School District*	Lee County School District*	% Response
When conducting Evaluation and Selection of bidders, which approach does your organization use?	<input type="checkbox"/> Voting or manual approach	1		1		1				50%
	<input type="checkbox"/> Mathematical formulas or electronic spreadsheet approach		1	1	1					50%
	<input type="checkbox"/> Other									0%
When conducting Evaluation and Selection of bidders, which approach does your organization require formal presentations? Check as many as apply...	<input type="checkbox"/> Formal, timed, structured presentation by bidders	1	1	1		1				80%
	<input type="checkbox"/> Formal presentations with no time limits									0%
	<input type="checkbox"/> Informal discussion (no formal presentations)				1	1				40%
	<input type="checkbox"/> Questions and answers	1	1	1		1				80%
	<input type="checkbox"/> None of the above									0%
When conducting Evaluation and Selection of bidders, do you put limits on the number of participants that a vendor can bring to the evaluation committee?	<input type="checkbox"/> Yes, please comment	1	1		1					60%
	<input type="checkbox"/> No			1		1				40%
	<input type="checkbox"/> Other, please comment									0%
When conducting Evaluation and Selection of bidders where PRICE is a selection factor, do you require two separate envelopes?	<input type="checkbox"/> Yes, we require one envelope with qualification and technical criteria and a second envelope with fee/price information	1	1			0				50%
	<input type="checkbox"/> No, we only accept one envelope with all information			1	1	0				50%

Notes: Shaded columns were questions posed to Legal/General Counsel departments. Excluded process-related questions.



# SURVEY RESPONSE SUMMARY (CONTINUED)

<b>TOPIC: Composition of Evaluation Committee</b>										
Questions	Response	LA Community College	LA Unified School Ddistrict	Durham Public Schools	Portland Public Schools	Miami Dade Public Schools	Duval Cnty Public Schools	Escambia Cnty School District	Lee County School District	% Response
How many (voting) members are part of your evaluation committee?	<input type="checkbox"/> Less than 5	1	1							25%
	<input type="checkbox"/> 5-10			1	1	1	1	1	1	75%
	<input type="checkbox"/> 10-15									0%
	<input type="checkbox"/> More than 15									0%
Does your process allow for NON-voting technical experts to participate in the evaluation and selection process?	<input type="checkbox"/> Yes, please comment	1	1		1		1			50%
	<input type="checkbox"/> No			1		1		1	1	50%
	<input type="checkbox"/> Other, please comment									0%
What is the make-up or composition of your evaluation committee	<input type="checkbox"/> Internal staff only	1	1				1	1	1	63%
	<input type="checkbox"/> External (i.e. public, firms, etc) member									0%
	<input type="checkbox"/> Combination of internal and external members			1	1	1				38%
Does your firm require that evaluation committee members attend a formal Selection Committee orientation?	<input type="checkbox"/> Yes, please comment	1	1		1	1				50%
	<input type="checkbox"/> No			1			1	1	1	50%
	<input type="checkbox"/> Other, please comment									0%



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