



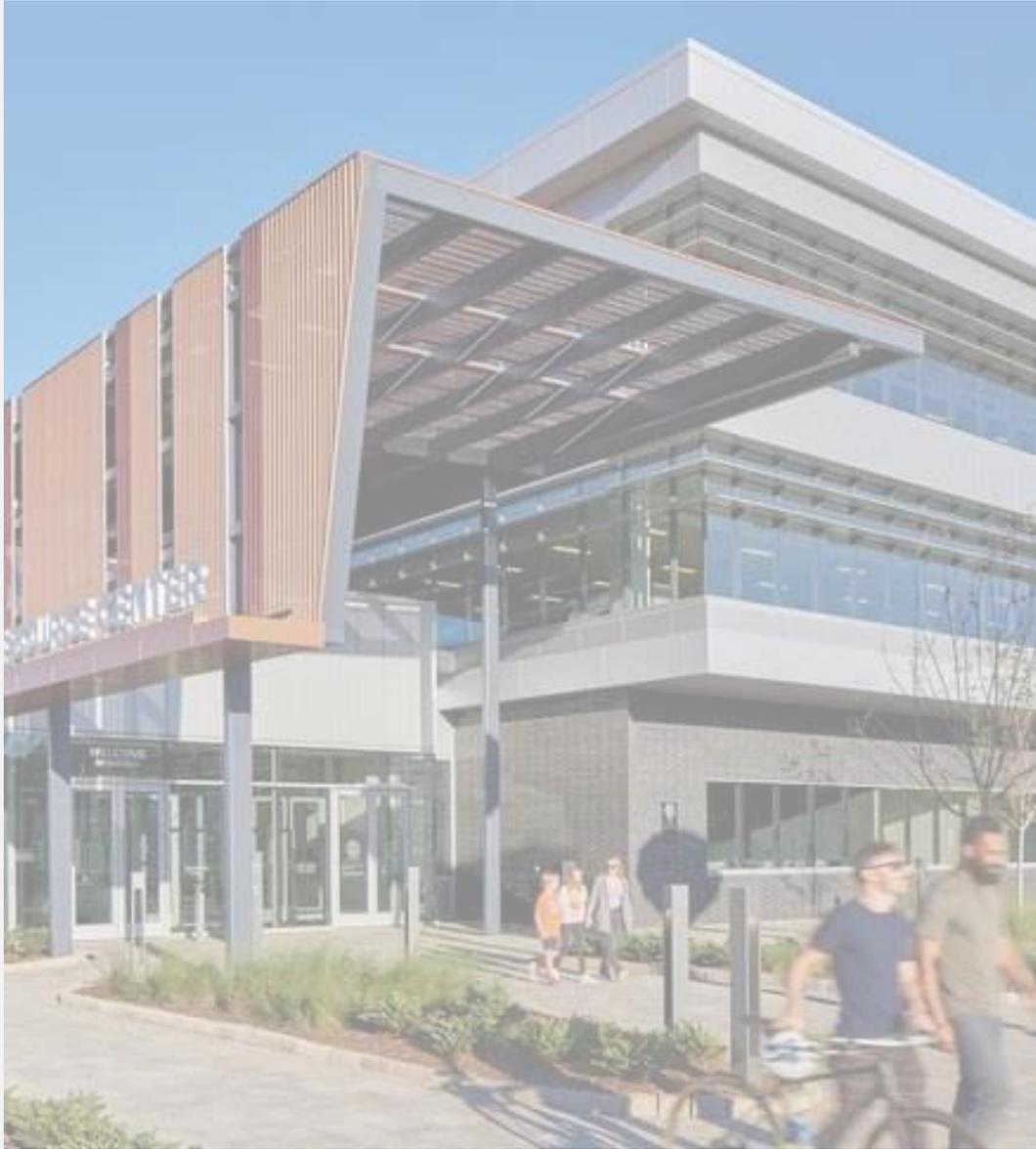
Construction Manager At-Risk and Architect Selection: Minority Business Enterprise Participation Report

Mecklenburg Board of County Commissioners

February 10, 2026



MECKLENBURG COUNTY
North Carolina



Agenda

- Request for Qualifications (RFQ) Selection Process, Short-listing, and Criteria
- Construction Manager at-Risk (CMaR) Selection Data
- Architect Selection Data
- Office of Equity & Inclusion Observations
- Asset & Facility Management Department (AFM) and Office of Equity & Inclusion (OEI) Recommendations



Request for Qualifications (RFQ) Selection Process, Short-listing, and Criteria



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Selection Process

Short-Listing Process

- NC General Statutes require teams to be selected based on their demonstrated competence and qualifications for the services rendered (NC G.S. 143-64.31)
- For all projects, consistent criteria is used to determine if a firm should be short-listed for interviews by a short-list selection committee composed of County staff (Asset & Facility Management [AFM] & Business Diversity & Inclusion [BDI])
- For most projects, 2-3 teams are short-listed for interviews

Staff Short-Listing Committee Composition

- AFM Director or designee
- BDI Representative (minimum of 1)
- AFM Division Director of Design and Construction Project Management (Optional)
- AFM Senior Project Manager
- AFM Project Manager

Selection Committee Composition for Interviews (per BOCC Policy)

- BOCC Members (at least one member by Policy with two members typically invited)
- County Manager or Designee
- General Contractor (appointed by BOCC)
- Head of Agency/User Group Representative
- AFM Director or Designee

Selection Criteria

Primary
(Short-listing)

Experience with the Project Type

Can the team demonstrate that they have worked on the specific project type (e.g., office building, recreation center, detention facility, parking deck, etc.)? Are the projects submitted similar to the County's proposed project?

Key Team Member Experience

Have the proposed key team members (designer, project manager, superintendent, etc.) worked on the similar projects submitted? How extensive is their experience? The County wants the subject matter experts familiar with the project type to be on the team.

BDI Compliance

Has the submitting team committed to meeting the MWBE goals and provided an adequate Inclusion Plan? (Additional consideration may be given to MBE Led teams or Non-MBE Led teams with an MBE partner.)

Management/Technical Expertise

Does the team demonstrate technical knowledge for the type of project and their work product in general?

Past CMaR Delivery Method Experience

Have the architects designed and the contractors constructed projects under the Construction Manager at-Risk project delivery method?

Past Performance on County Projects

Including Mecklenburg County projects and other clients, how successful was the team's past performance?

Secondary
(Selection)

Local Knowledge and Experience

Does the team have experience working in the local area and with local regulatory agencies? Do the projects and proposed team members demonstrate local experience and relationships with local subcontractors?

History of Contract Awards

Has a team ever had a Mecklenburg County contract? Has a team had a disproportionate share of Mecklenburg County contracts compared to competing teams?

Current Workload with the County

Is the team currently working on County Projects? If so, how many?

Selection Criteria Example

Experience with Project Type

Example Project: Recreation Center with Aquatics

Submitting Team 1 (Not Short-listed)

Similar Projects Submitted:

- Recreation Centers **without** aquatics
- Government Office Buildings
- Public Safety Facilities

Submitting Team 2 (Short-listed)

Similar Projects Submitted:

- Recreation Centers **with** Aquatics
- YMCA with aquatics
- University athletics facility with aquatics

Selection Criteria Example

Key Team Member Experience

Example Project: Recreation Center with Aquatics

Submitting Team 1 (Not Short-listed)

The submission included recreation centers with aquatics

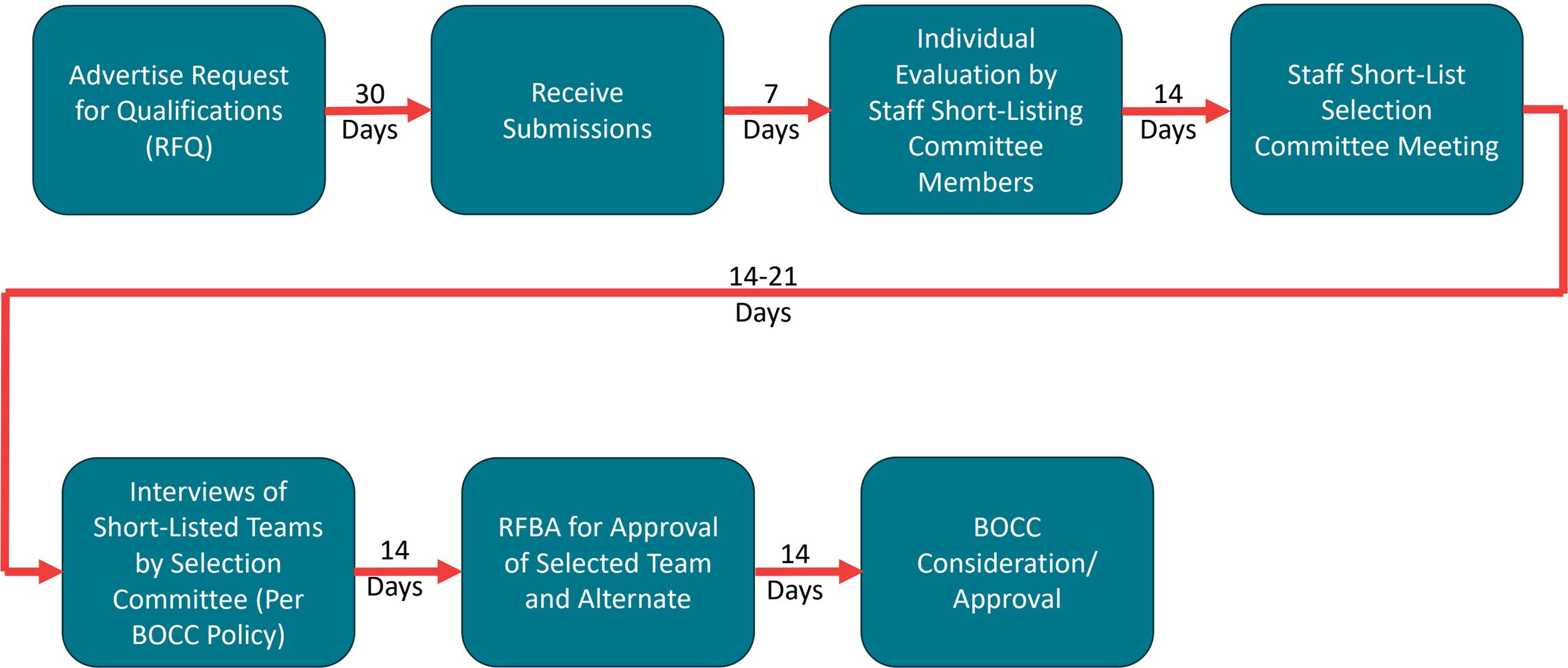
- No proposed key team members worked on any of the submitted recreation centers
- Key team member experience with aquatics was not demonstrated

Submitting Team 2 (Short-listed)

The submission included recreation centers with aquatics

- Proposed Key Team Members (Project Manager, Superintendent, Pre-Construction Manager, etc.) had significant roles on the similar projects submitted
- Key team member experience with aquatics was demonstrated

Qualifications-Based Selection Process



Construction Manager at-Risk (CMaR) Selection Data



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FY24-26 Construction Manager At-Risk Selection Data (8 Projects)

	Submittal Phase		Short-Listing Phase		Selection Phase			Cost Information	
Team Type	Total Number of Submittals by Team Type	% of Total Submittals by Team Type	Total Number of Teams Short-listed by Team Type	% of Total Short-listed Teams by Team Type	Total Number of teams Selected by Team Type	% of Selected Teams by Team Type	% of Short-listed Teams Selected by Team Type	Total \$ Awarded to Teams by Selected Team Type	% of Total Awarded by Selected Team Type
MBE Led Team	7	14%	2	10%	1	13%	50% (1 of 2)	\$50,832,926	24%
Non-MBE Led Team with MBE Partner	19	39%	9	43%	4	50%	44% (4 of 9)	\$123,559,590	59%
Non-MBE Led Team with no MBE Partner	23	47%	10	47%	3	38%	30% (3 of 10)	\$33,625,000	16%
Total Number of Teams	49	100%	21	100%	8	100%		\$208,017,516	100%

FY24-26 Construction Manager At-Risk Selection Summary

Submittal vs. Selection

- Minority Business Enterprise (MBE) Led Teams comprised 14% of all applicants, and were selected in 13% of all projects
- Non-MBE Led Teams with MBE Partners comprised 39% of all applicants, and were selected in 50% of all projects
- Non-MBE Led Teams with no MBE Partners comprised 47% of all applicants, and were selected in 38% of all projects

Short-listed Teams vs. Selected Teams

- 50% of short-listed MBE Led teams were selected for projects
- 44% of short-listed Non-MBE Led teams with MBE Partners were selected for projects
- 30% of short-listed Non-MBE Led Teams with no MBE Partners were selected for projects

Total MBE Involvement

- MBE Led Teams and Non-MBE Led Teams with MBE Partners comprised 63% of all selected teams and accounted for 83% of the awarded construction contract dollar value

Architect Selection Data



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FY24-26 Architect Selection Data (11 Projects)

	Submittal Phase		Short-Listing Phase		Selection Phase			Cost Information	
Team Type	Total Number of Submittals by Team Type	% of Total Submittals by Team Type	Total Number of Teams Short-listed by Team Type	% of Total Short-listed Teams by Team Type	Total Number of Teams Selected by Team Type	% of Selected Teams by Team Type	% of Short-listed Teams Selected by Team Type	Total \$ Awarded to Teams by Selected Team Type	% of Total Awarded by Selected Team Type
MBE Led Team	10	15%	5	18%	2	18%	40% (2 of 5)	\$1,243,217	6%
Non-MBE Led Team with MBE Partner	5	7%	1	4%	1	9%	100% (1 of 1)	\$7,647,431	40%
Non-MBE Led Team with no MBE Partner	53	78%	22	79%	8	73%	36% (8 of 22)	\$10,370,198	54%
Total Number of Teams	68	100%	28	100%	11	100%		\$19,260,846	

Top three reasons MBE-Led Teams did not make the short-list

1

Experience with the Project Type

MBE-Led Teams that did not make the short-list lacked similar project experience.

2

Experience of Key Team Members

If the MBE-Led Team had similar project experience, there was minimal involvement of the key team members on those similar projects. That is, the County would not be hiring the people with the subject matter expertise.

3

Past Performance

MBE-Led Teams with performance concerns on recent projects did not make the short-list.

Top three reasons Non-MBE-Led Teams with an MBE partner did not make the short-list

1

Experience of Key Team Members

Non-MWBE Led Teams with an MBE Partner that did not make the short-list lacked relevant project experience of the key team members.

2

Experience with the Project Type

Non-MWBE Led Teams with an MBE Partner that did not make the short-list lacked relevant project experience.

3

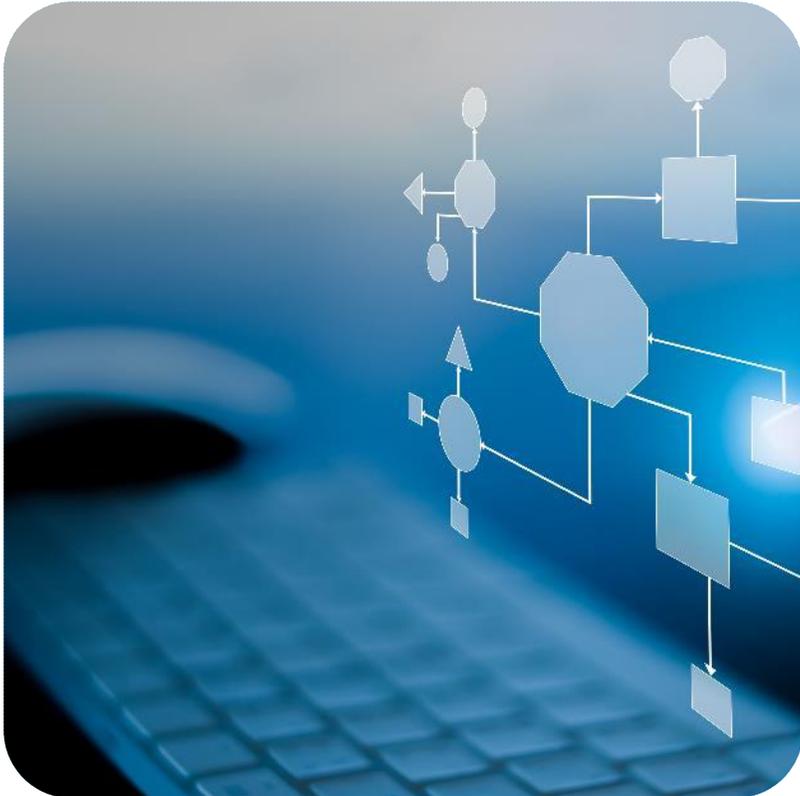
Current Workload with Mecklenburg County

Non-MWBE Led Teams with an MBE Partner that currently had a disproportionate share of projects with Mecklenburg County did not make the short-list.

Office of Equity & Inclusion Observations



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Review Process Overview

Over the course of six weeks, the Office of Equity and Inclusion participated in several solicitation efforts, including proposal reviews and shortlisting, candidate interviews, and debriefs with AFM leadership and DCM Ramos.





Solicitation and Evaluation Meeting

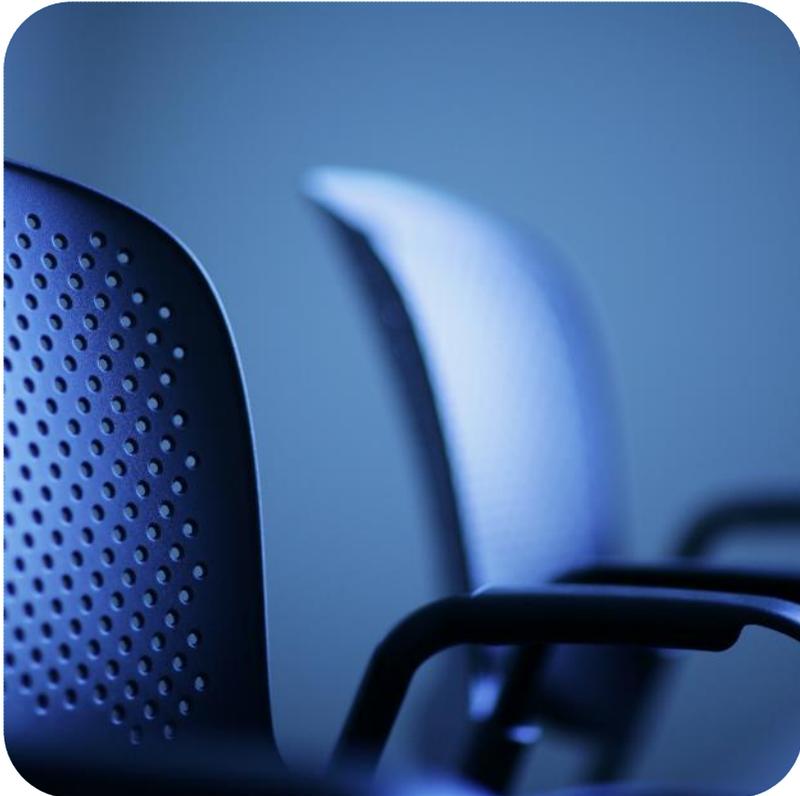
- Meeting format varied by facilitator.
- Meetings followed a relaxed agenda rather than a structured format.
- All tools and matrices were available, but were utilized to varying degrees.
- Fair participation was upheld by individuals in the room.





Summary of Observations

The OEI review found the RFQ process to be generally fair and well-reasoned, with teams making thoughtful selections. At the same time, differences in facilitation styles, tools, and evaluation approaches may create inconsistencies that could lead to misunderstandings or uneven experiences. Strengthening consistency would help ensure the process feels predictable, transparent, and aligned with county priorities.



Asset & Facility Management Department (AFM) and Office of Equity & Inclusion (OEI) Recommendations



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AFM & OEI Recommendations

Revise RFQ To Ensure Submitters Clearly Understand County Selection Criteria

Inquire about MWBE track record

- Request information from submitting teams on past and proposed MWBE partnerships at the prime level

Ensure submitters clearly understand County selection criteria

- Include a “Best Practices” appendix in RFQ to address:
 - MWBE Participation: Emphasize mentorship and capacity building for MWBE firms at the prime level
 - Similar Project Experience: Describe importance of project type similarity and relevance of built work versus planned work
 - Key Team Members: Describe importance of key team members being submitted for the project and their alignment to the similar projects submitted

Debriefing

- Offer debriefing for teams not short-listed or not selected

AFM & OEI Recommendations

Short-listing Process Revisions To Ensure Consistency from Project-to-Project

Evaluation Data Consistency

- Provide a standard agenda and protocol to be used for all short-listing meetings
- Provide a standard evaluation matrix showing each submitting team's qualifications and team members and have Project Manager objectively present information to committee members prior to group discussion

Short-list Selection Committee Protocol for Evaluation

- AFM to share any special project considerations with short-list selection committee members prior to the short-listing meeting
- BDI to share their evaluation of each submitting team's MWBE Inclusion Plan
- Each committee member to share their individual evaluation and state their preferred selection prior to open group discussion

Questions?



APPENDIX



Board Policy for the Selection of Architects and Construction Managers at-Risk

Selection of Architects and CMAA's

The Board hereby establishes a Selection Committee to screen architects for Board appointment for County Projects. This Architectural Selection policy shall be followed except for contracts in which the estimated fee is less than \$50,000 as stipulated in G.S. 143-64-32.

The Asset and Facility Management Director will recommend approval for Architectural Professional Services contracts as exempted under G.S.S. 143-64-32.

In no event will the final interview of architects take place unless at least one member of the Mecklenburg County Board of Commissioners is sitting on the Selection Committee.

The Committee will be composed of the following:

- Mecklenburg County Manager or her/his designee
- Two Mecklenburg County Commissioners, alphabetically on a rotating basis for all nine members and then repeat the cycle:
- Director of Asset and Facility Management (AFM) or her/his designee;
- Head of the agency which will occupy the facility or head of the agency which will maintain and operate the structure
- General Contractor for a term of three years who will sign a statement not to bid on any project under consideration during her/his three-year term. In the event the Board appointed representative is unable to serve on a particular selection, the Director of AFM may appoint an alternate General Contractor who will sign a statement not to bid on any project under consideration during her/his temporary term and for a 1-year period after serving.