

University of South Carolina
Request for Qualifications
Construction Management-at-Risk
USC BEAUFORT HILTON HEAD ISLAND HOSPITALITY
MANAGEMENT FACILITY

State Project # H36-9516-PG-B
Feb. 29 , 2016

It is the intention of the University of South Carolina to select a Construction Manager at Risk (CM-R) to provide comprehensive pre-construction and construction services for the new Hospitality Facility on Hilton Head Island.

1. PROJECT OVERVIEW

- A. The proposed Hospitality Management Facility is to be located on approximately 9 acres on Hilton Head Island, South Carolina. The facility consists of the construction of a new building with approximately 40,000 square feet to include classroom, a culinary lab, a library, office and support spaces and the Osher Lifelong Learning Institute. This facility will house the USC Beaufort third and fourth year Hospitality Management academic program on Hilton Head Island. Small and minority business participation is encouraged.
- B. The selection of the CM-R will comply with the guidelines of the South Carolina Procurement Code and Regulations, including the Office of State Engineer (OSE) RFP Handbook and the Manual for Planning and Execution of State Permanent Improvements – Part II (OSE Manual). The overall procurement will be a two-step process consisting of a Request for Qualifications (RFQ) followed by a Request for Proposals (RFP). In the first step (RFQ), qualifications alone will narrow the field to a short-list of firms who will be invited to respond to the RFP.
- C. In selecting a firm, the University will place great emphasis on the experience of the firm and assigned personnel in providing similar services on projects of similar magnitude and complexity as the USC Beaufort Hilton Head Island Hospitality Facility. Selection preference will be toward firms that have a demonstrated depth of knowledge and resources in the successful application of principles of CM-R and general contracting, scheduling, contract coordination and compliance, budget control, familiarity with Federal, State, County, and City laws, ordinances, and codes. Small and minority business enterprises as certified by the South Carolina Division of Small and Minority Contracting and Certification (formerly OSMBA) are encouraged to respond to this request.

Contact: South Carolina Division of Small and Minority Contracting and Certification
1205 Pendleton Street
Suite 453-C
Columbia, SC 29201
Phone 803-734-5010

- D. Submittal and Project Schedule
 - 1) Statement of Qualifications DueMarch 21, 2016
 - 2) Short-list of firms announced.....No later than March 29, 2016
 - 3) Pre-proposal conference and site tourNo later than April 1, 2016
 - 4) Technical Proposals (RFP) from short-listed firms dueApril 15, 2016
 - 5) Interviews, Cost Proposals and final ranking of short-listed firmsApril 22, 2016
 - 6) Negotiations conclude.....No later than May 6, 2016

2. PROJECT CONSTRAINTS

- A. It is desired to start construction in 2016, with a completion date in the fall of 2019.
- B. Additionally, it is desired to include small, minority and women owned business enterprises on the construction team. This will likely require segments of the construction scope to be organized into smaller pieces and a highly experienced CM-R firm familiar with the availability and capacity of these entities is best positioned to accomplish this goal. The CM-R will be expected to work closely with the University and/or its assigned agents, to develop final documents and separate bid packages as required by the approved project master schedule.

3. DESCRIPTION OF SERVICES TO BE ACQUIRED

- A. The CM-R will provide a broad range of design support and construction services including, but not limited to: schedule and constructability reviews; value engineering (VE); identification of alternatives in project delivery phasing and early bid packages; prequalification of trade subcontractors; preliminary pricing of general conditions and site services, and the administration of general and trade contracts. These activities will first support the development of an overall Total Project Cost and Baseline Schedule. The CM-R will then assist the University and Designer in the development of a final Maximum Allowable Construction Cost (MACC) and Project Construction Schedule as the construction documents prepared by the design team reach a point for final pricing near the end of the design phase.
- B. The CM-R will be contracted to proceed with execution of the project by bidding and managing the general and trade contracts and to assume responsibility for project coordination and construction at a Guaranteed Maximum Price (GMP), which will become a contractual obligation. The CM-R will also develop a Construction Master Schedule, which will also become a contractual obligation. The CM-R will be responsible for the coordination and construction of the entire project, including management and coordination of all trade contracts, subcontracts, shop drawings, change orders, punch lists, and Owner Furnished Equipment. The CM-R will also be responsible for delivery of record drawings, O & M manuals and warranties. The project will be subject to all third party inspections required by the State Engineer.
- C. The CM-R shall generally provide the complete scope of services outlined in the AIA A133—2009 and A201—2007, with OSE 00502 & OSE 812 supplementary conditions and modifications as determined by the University and the Office of State Engineer (OSE). Should the project execution plan require the project to proceed utilizing a multi-staged guaranteed maximum price (GMP), it is expected that the CM-R's services will be executed seamlessly based on appropriately executed amendments to the contract.
- D. **Preconstruction Services:** Preconstruction Services include, but are not limited to:
- 1) Project Management
 - a) Establish a Construction Management Plan
 - b) Project Conference
 - c) Design Phase Information
 - d) Progress Meetings
 - e) Review of Design Documents
 - f) Provide Constructability and Efficiency Recommendations to the Design Team
 - g) Participate in University Design Reviews
 - h) Public Relations
 - i) Project Funding/Budgeting
 - 2) Time Management
 - a) Revisions to Baseline Schedule
 - b) Preconstruction (Design Phase) Milestone Schedule
 - c) Monitoring Design Phase Milestone Schedule
 - d) Pre-Bid Construction Schedules
 - 3) Cost Management
 - a) Cost Control & Estimating Services
 - b) Revisions to Project and Construction Budget
 - c) Value Engineering Studies
 - 4) Management Information System (MIS)
 - a) Schedule Reports
 - b) Project Cost Reports
 - c) Cash Flow Reports
 - d) Design Phase Change Order Reports
- E. **Construction Buy Out Services:** These services are all services related to the actual procurement of construction related activities. As outlined in AIA A133—2009 and OSE 00502, the CM-R will be responsible for all services related to this phase including but not limited to:
- 1) Project Management
 - a) Vendor Outreach Campaign
 - b) Prequalifying Bidders
 - c) Delivery of Bid Documents
 - d) Pre-Bid Conferences
 - e) Information to Bidders
 - f) Addenda
 - g) Bid Opening
 - h) Construction Contracts

- i) Permits, Insurance and Labor Affidavits
- j) Development of the Maximum Allowable Construction Cost (MACC) and the Guaranteed Maximum Price (GMP)
- 2) Time Management
 - a) Pre-Bid Construction Schedule
 - b) Contractor's Construction Schedule
- 3) Cost Management
 - a) Estimates for Addenda
 - b) Analyzing Bids
 - c) Trade Contract Award
- 4) Management Information System (MIS)
 - a) Schedule Maintenance Reports
 - b) Project Cost Reports
 - c) Cash Flow Reports

F. Construction Services: The CM-R will be responsible for the coordination and construction of the entire project. The University and the Design Team will routinely review construction progress to protect the University's interests and to validate pay applications. The CM-R will provide the following construction phase services, including but not limited to:

- 1) Project Management
 - a) Pre-Construction Conference
 - b) Onsite Management / Construction Phase Communication Procedures
 - c) Contract Administration Procedures
 - d) Project Site Meetings
 - e) Coordination of Other Independent Consultants
 - f) Review of Requests for Changes to Contract Time / Price
 - g) Quality Review
 - h) Operation & Maintenance Materials
 - i) Substantial Completion
 - j) Final Completion
- 2) Time Management
 - a) Master Baseline Schedule
 - b) Contractor's Construction Schedule
 - c) Construction Schedule Report
 - d) Review of Time Extension Requests
 - e) Recovery Schedules
 - f) Project Closeout Schedule
- 3) Cost Management
 - a) Contractor Schedule of Values
 - b) Allocation of Costs to Contractor's Construction Schedule
 - c) Change Order Control
 - d) Cost Records
 - e) Trade-Off Studies
 - f) Progress Payments
- 4) Management Information System (MIS)
 - a) Schedule Maintenance Reports
 - b) Project Cost Reports
 - c) Revisions to Project & Construction Budget
 - d) Cash Flow Reports
 - e) Contractor Progress Payment Reports
 - f) Change Order Reports

G. Post-Construction Services: Following construction, the CM-R shall be responsible for project closeout and documentation, including but not limited to:

- 1) Project Management
 - a) Record Documents
 - b) Organize / Index Operations & Maintenance Materials
 - c) Occupancy Permit
 - d) Warranty Services
- 2) Time Management
 - a) Occupancy Plan
- 3) Cost Management

- a) Change Orders
- 4) Management Information System (MIS)
 - a) Close-Out Reports
 - b) MIS Reports for Move-In & Occupancy including move management

4. DEFINITIONS

For the purposes of this solicitation the following definitions apply:

- A. Total Project Cost:** The sum of all charges to the project funding account, including the following major cost elements:
 - Owner’s Furnishings, Fixtures and Equipment
 - Other Owner Costs (design fees, field investigations, inspections, etc.)
 - Owner’s Overall Project Contingency
 - Design Phase Contingency (Owner-controlled) and Owner’s Contingency
 - Total Construction Cost
- B. Total Construction Cost (TCC):** The negotiated sum of all direct and indirect charges for project construction, including the following major cost elements. This amount must be fully bonded as a contractual obligation.
 - General Conditions Cost
 - CM-R Costs and Fees (both preconstruction and construction)
 - Maximum Allowable Construction Cost including Contractor’s Construction Contingency
- C. Maximum Allowable Construction Cost (MACC):** A negotiated amount that includes the following elements. This amount will be a contractual obligation.
 - Cost of the Construction (the Construction Buy-Out)
 - Buy-Out Contingency (unspent Buy-Out Contingency reverts to the Owner at the conclusion of the Buy-Out phase)
 - Construction Contingency (unspent Construction Contingency reverts to the Owner at Substantial Completion)
- D. Guaranteed Maximum Price (GMP):** The MACC less the unspent Buy-Out Contingency.

5. SUBMITTAL CONDITIONS AND GENERAL INSTRUCTIONS

A. Conditions

- 1) The University makes no guarantee that an award will be made as a result of the RFQ, and reserves the right to accept or reject any or all submittals; waive any informalities, irregularities or minor technical inconsistencies; or delete any item or requirement from this RFQ or any resultant contract when deemed to be in the University’s best interest. Any and all representations made within a Statement of Qualification shall be binding on the Respondent.
- 2) The University is not obligated to request clarifications or additional information but may do so at its discretion. The University reserves the right to extend the deadline for submittals.
- 3) Upon receipt of a Statement of Qualifications by the University, the submission shall become the property of the University without compensation to Respondent for disposition or usage by the University at its discretion. Subject to the provisions of the Open Records Act, the details of the proposal documents will remain confidential until final award.
- 4) The University assumes no responsibility or obligation to the Respondents and will make no payment for any costs associated with the preparation or submission of responses to this solicitation.
- 5) During the performance of any contract resulting from this solicitation, the CM-R agrees as follows: The CM-R will not discriminate against any employee or applicant for employment because of race, creed, color, sex, age, national origin, place of birth, or physical handicap. CM-R must have a history of being non-discriminating and will not discriminate on the basis of race, creed, color, sex, or national origin in any of its employment practices, or procurement practices with respect to the work force of the firm, or procurement services in connection with this project. An affirmative action plan must be maintained for both work force and procurement practices.
- 6) Failure to comply with all requirements contained in this RFQ may result in rejection of the submission and disqualification from further consideration.

B. General Instructions

- 1) Respondents shall carefully read the information contained in this RFQ and submit a complete response to all requirements and questions as directed. Incomplete Statements of Qualifications will be considered non-responsive and subject to rejection. Please indicate, by firm name, those certified by the Governor’s Office of Small and Minority Business Assistance.
- 2) Only individual firms or formal joint ventures may apply. Two or more firms may not apply as a team unless they have formed a formal joint venture. Any associations will be disqualified. This does not preclude a Respondent from having sub-consultants.
 - a) “Prime-Sub” teams are bound by the requirements and limitations of this solicitation. Each firm must describe its experience and qualifications within the overall page limit.
 - b) For joint venture entities that have not completed at least two relevant projects as a joint venture, each firm should submit its qualifications separately within the overall page limit.
- 3) Submission of a Statement of Qualifications indicates the Respondent’s acceptance of the evaluation techniques and a recognition that subjective judgments must be made by the University during the evaluation process.
- 4) Except for the submission of clarification questions as discussed herein Respondents shall not contact any members or employees of the University, the Office of State Engineer, or the Design Team regarding any aspect of this procurement until after the award of the contract. Contact with the organizations mentioned above could be grounds for elimination.
- 5) Questions relating to the RFQ may be asked at any time up to the deadline set forth in the published advertisement. .
- 6) It is the responsibility of each Respondent to examine the entire RFQ; to seek clarification in writing; and to review its submittal for accuracy before submitting the document. Once the submission deadline has passed, all submissions will be final. The University may, in its sole discretion, request clarification from any individual Respondent relative to their submission, and reserves the right to ask for additional information from all parties that have submitted qualification statements.
- 7) Any clarifications or interpretations of this RFQ that materially affect or change its requirements will be addressed by formal addendum. It is the responsibility of all respondents to obtain this information in a timely manner. All such addenda issued by the University before the proposals are due are part of the RFQ, and respondents shall acknowledge receipt of and incorporate each addendum in its Statement of Qualifications.
 - a) Questions must be submitted no less than seven (7) days prior to the date of submission of the Statements of Qualifications. All questions must be submitted in writing (by email is acceptable) to the Procurement Officer listed below.
 - b) Respondents shall consider as binding only those clarifications and interpretations that the University issues by addenda five (5) days prior to the submittal deadline. Interpretations or clarifications in any other form, including oral statements, will not be binding on the University and should not be relied on in preparing Statements of Qualifications.
- 8) Statements of Qualifications shall not include any information regarding Respondent’s fees, pricing, or other compensation. Inclusion of such information shall result in disqualification from further consideration. Such information will be solicited from firms qualified by the University to participate in step two of the selection process.

6. SPECIFIC SUBMITTAL INSTRUCTIONS

A. The University will receive Statements of Qualification at the time and location given below:

- 1) Date and Time as specified in the advertisement in *South Carolina Business Opportunities*.
- 2) University of South Carolina
Facilities Planning and Construction
743 Greene Street
Columbia, SC 29201

B. The University designates the following person, as its representative and Point-of-Contact for this RFQ. Respondents shall restrict all contact with the Owner and direct all questions regarding this RFQ, including questions regarding terms and conditions, to the Point-of-Contact person.

Lind Jackson, Procurement Officer
Facilities Planning and Construction
743 Greene Street
Columbia, SC 29208
Phone: 803-777-3489
Fax: 803-777-7334
Email: ljackson@fmc.sc.edu

C. Submittal Format

- 1) Submittals shall be printed on letter-size (8-1/2" x 11") paper and assembled with spiral-type bindings. **DO NOT USE METAL-RING HARD COVER BINDERS.**
- 2) Submittals shall be a **MAXIMUM OF FIFTY (50) PRINTED PAGES.** Sheets may be single or double-sided. Fold-outs up to 11" x 17" are acceptable, but will count as two (2) pages. Fonts shall be a minimum of 10 point.
- 3) Number each side of a printed page consecutively, including the Letter of Interest, brochures, licenses, resumes, supplemental information, etc. The covers, table of contents and divider sheets do not count as printed pages, provided no additional information is included on those pages. Provide the number of copies specified in the advertisement. Any submittals exceeding the 50-page limit will be disqualified.
- 4) The front cover must clearly identify the Project Name, Project Number, the Date of Submission and the Name of Respondent.
- 5) Separate and identify each criteria response by use of a divider sheet with an integral tab identified as follows:
 - Letter of Interest
 - Response to Prerequisite Criteria
 - Financial Information
 - Location of Project Office
 - Personnel Resources
 - General CM-R Experience
 - Specific Project Experience.
 - Statement of Why Firm Should Be Selected
- 6) When a criterion defines a specific number of items (e.g., number of projects) to be listed or described, then only that number of items shall be provided.

7. RESPONSES TO CRITERIA

A. Letter of Interest

- 1) Basic company information
 - Company name
 - Address & Zip code
 - Name of primary contact
 - Telephone number
 - Fax number
 - Email address
 - South Carolina Construction-Manager License Number
 - South Carolina General Contractor License Number
- 2) Form of ownership, including state of residency or incorporation—Is the offeror a sole proprietorship, partnership, corporation, Limited Liability Corporation (LLC), joint venture, or other structure?
- 3) Succinctly describe the history and growth of your firm.
- 4) State the number of years your firm has been providing CM-R services and General Contracting services.
- 5) If other than the home office, identify the branch office responsible for the performance of the services requested and its proximity to the project site.
- 6) Provide a statement of disclosure, which will allow the University to evaluate possible conflicts of interest. This disclosure requirement is not about giving the University permission regarding us contacting your references; it is about revealing relationships that your company may have with persons not of your company who are directly involved in the decision-making regarding this project. If your company has no conflicts of interest, your statement should affirm that as fact, and you may do so succinctly. The signer of this statement of disclosure should anticipate the following pledge that will be required by the CM Contract:

“The CM-R covenants that it currently has no interest and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance required under this Contract. The CM-R further covenants that, in the performance of this Contract, it shall not employ or contract with any person whose employment or contracting would create a conflict of interest.”
- 7) Provide the following certification and acknowledgement statement.

“The undersigned hereby affirms that regarding information furnished by the applicant herewith, and as may be provided subsequently (including information presented at interview, if a finalist):

 - All information of a factual nature is certified to be true and accurate.
 - All statements of intent or proposed future action (including the assignment of personnel and the provision of services) are commitments that will be honored by the applicant if awarded the contract.

It is acknowledged that:

- If any information provided by the applicant is found to be, in the opinion of the Selection Committee or the State of South Carolina, substantially unreliable, this application may be rejected.
 - The Selection Committee may reject all applicants and may stop the selection process at any time.
 - The selection of finalists for proposal and interview will be made on the basis of information provided herein, including the results of the reference checks.”
- 8) Provide notarized signature of Corporate Executive or equivalent with authority to bind the firm to its submission.

B. Response to Prerequisite Criteria

Provide documents, including affidavits from insurance and surety agents attesting to your firm’s compliance with the prerequisite criteria listed below.

C. Financial Information

If the firm has multiple offices, the qualification statement should include financial information about the parent company and branch office separately. Parent company (or general office) financial information as totals will be acceptable if “parent” (or general office) means that it is financially responsible for the liabilities of the branch office.

- 1) List your total annual billings for each of the past five (5) calendar years.
- 2) Has the firm ever failed to complete any work awarded to it or been removed from any project awarded to the firm? If yes, provide an explanation and contact information for the Owner’s Project Manager.
- 3) List the contact persons, addresses, and phone numbers for your insurance carrier and agent.
- 4) List the contact persons, addresses, and phone numbers for the firm's bonding company and agent.
- 5) List the percentage of your firm's work during the past five (5) years has been negotiated.
- 6) Supply firm’s Current Ratio (Current Assets/Current Liabilities) experience for the last five (5) years, with a signed affidavit.

D. Personnel Resources

- 1) Provide general information about the firm's personnel resources, including skill groups and numbers of employees for the proposed office location and the firm.
- 2) Name all key personnel which will be part of the construction management team for this project and provide their cities of residence. Describe in detail the experience and expertise of each team member. The key personnel, at a minimum, are the project superintendent, project manager, estimator or preconstruction manager, and the executive in charge. (Note: Key personnel must be committed to this project for its duration unless excused by the University.)
- 3) For each project listed as part of the relevant project experience sections, list the members of the proposed team for this project (including consultant staff) who worked on each listed project and describe their roles in those projects. If the team as a whole provided construction management services for any of the relevant projects listed, so indicate.
- 4) Name any consultants which are included as part of the proposed team. Describe each consultant's proposed role in the project and its related experience. Identify on which of the relevant projects your firm has worked with the consultant.

E. General CM-R Project Experience

- 1) List the five (5) projects with photos and floor plans for which your firm has provided or is providing construction management services which are most related to this project. List the projects in priority order, with the most related project listed first. In determining which projects are most related, consider the following:
 - similar use, size and complexity;
 - facilities achieving LEED certification or projects where sustainable building strategies were implemented;
 - renovation or expansion of existing structures;
- 2) For each of the listed projects, provide the following information:
 - construction cost (original GMP and final construction cost);
 - current phase of development;
 - estimated (or past) completion date;
 - type of construction services provided (CM at risk with GMP, CM-agency, design/build, general contractor-low bid, negotiated general contract, subcontractor to prime);
 - owner's contact person and telephone number and the name and telephone number of the project architect;
 - any active or pending legal claims and explain.

F. Specific Project Experience

- 1) Using the most relevant of your firm's past projects (CM-R or other delivery method), provide a discussion of how this project demonstrates your firm's singular capability to successfully complete this Project.
 - a) Describe how your firm's approach to project management establishes clear lines of authority, responsibility and communication to achieve success.
 - b) Describe conflicts or potential conflicts with the owner or with trade contractors and describe the methods used to prevent and/or resolve those conflicts.
 - c) Describe the types of records, reports, monitoring systems and information management systems which your firm used in the management of those projects.
 - d) Describe your cost control methods for the preconstruction and construction phases. How do you develop cost estimates and how often are they updated? Provide examples of how these techniques were used and what degree of accuracy was achieved. Include examples of successful value engineering to maintain project budgets without sacrificing quality.
 - e) Describe the way your firm maintains quality control during the preconstruction and construction phases. Provide specific examples of how these techniques were used.
 - f) Describe the way in which your firm develops and maintains project schedules. How often do you update schedules? Provide examples of how these techniques were used. Include specific examples of scheduling challenges, and how your firm helped solve them.
- 2) Beyond the work examples submitted, describe your firm's experience with LEED certification, or with projects where sustainable building strategies were implemented. Describe how your firm can bring alternative construction methods proven to be cost-effective and appropriate for this project.
- 3) The University, the Design Team and the selected CM-R are expected to use Building Information Modeling (BIM) systems in connection with the design, engineering, coordination and construction of the Project, with all design and engineering of the Project being provided in one or more integrated BIM models. Describe your firm's experience in the use of BIM systems during both preconstruction (e.g., systems analysis, cost estimating and scheduling) and construction (e.g., trade coordination and configuration control).

G. Statement of Why Firm Should Be Selected

Provide a summary statement, no longer than one (1) page, which differentiates your firm from others offering similar services and which uniquely establishes the firm's capacity and capability to perform this project.

5. EVALUATION CRITERIA

A. Prerequisite Criteria. Firms must meet the criteria listed immediately below. Firms that do not meet these criteria are **automatically disqualified** from further evaluation.

- 1) Firm **MUST** have proper, current licenses at the time of submission to perform construction management services and to act as a prime contractor in the state of South Carolina. Copies of licenses must be provided.
- 2) Firm **MUST** provide a certificate of insurance showing the firm's current limits of liability for commercial general liability, employer's liability, business automobile liability and professional liability.
- 3) Firm **MUST** provide a letter of commitment from a firm or firms licensed in the state of South Carolina to provide a Builder's Risk Insurance Policy and other insurance as required for this project can be obtained.
- 4) Firm **MUST** provide a letter of commitment from a firm or firms licensed in the state of South Carolina to provide bonding in the amount of the Total Construction Cost (scope as defined above). For the purposes of this submittal the Total Construction Cost shall be assumed to be \$40 million (\$40,000,000). The letter shall include the firm's bonding capacity (aggregate and single project) and the available bonding capacity.
- 5) Firm **MUST** demonstrate a sustained and superior commitment to workplace safety in all activities. Firm shall provide its OSHA incidence rates for recordable injuries and illnesses for the previous three years and shall relate those rates to current industry averages. Firm shall also provide its Experience Modification Rates for the previous five years. Rates which exceed industry averages by more than 10% may be grounds for disqualification from further consideration.
- 6) Firm or any component firm of a joint venture or "prime-sub" team **MUST NOT** appear on the Federal Government's Excluded Parties List System or in any debarment list maintained by any State or any entity of South Carolina. A notarized affidavit to this effect shall be provided.

- B. For those RFQ responses that have met the Prerequisite Criteria, the Selection Committee will evaluate the submittals based upon the criteria listed in the table below. The criteria listed are in no particular order.

RFQ CRITERIA	
MAJOR CATEGORY	CRITERIA ELEMENTS
Clarity of Submittal	<ul style="list-style-type: none"> • Extent to which the instructions in the RFQ were followed and information is clearly presented.
Financial Information	<ul style="list-style-type: none"> • Financial stability based on its ratio of current assets to current liabilities (“Current Ratio”) and other evidences given.
Location of Firm’s proposed office in relation to Project Site	<ul style="list-style-type: none"> • Ability of project team to respond to project needs during pre-construction and construction.
Depth of Resources - Personnel Capability with Relevant Experience	<ul style="list-style-type: none"> • Depth of resources with experience and ability, qualified and available for the key personnel roles.
Firm’s General CM-R Project Experience	<ul style="list-style-type: none"> • Experience with pre-construction and construction services. • Experience on public agency projects. • Claims and litigation record and any pending legal actions.
Firm’s Specific Project Experience and Statement of Why the Firm Should be Selected for this Project	<ul style="list-style-type: none"> • Experience with projects similar to this Project. • Unique ability to provide services for this project.