



Request for Qualifications and Request for Proposal

Construction Project Management and Quality Control Services

for

Gila River Indian Community Homes

November 24, 2020

Please respond by 2:00pm – Friday, December 11, 2020

Submit 3 hard copies & 1 digital (single pdf) copy of your proposal to:

Gila River Indian Community
Housing Owners Team (HOT)

Attn: James McLemore

5350 N. 48th Street Suite 120

Chandler, AZ 85226

James.McLemore@gric.nsn.us

I. INTRODUCTION

A. Entity and Project Background

On September 4, 2019, the Gila River Indian Community through Resolution GR-166-19 established a Housing Owner's Team (hereinafter referred to as "HOT"). The HOT was established to administer and oversee construction of the Community's tribal residential housing and will be the primary entity charged with meeting the present housing needs of the Community.

The project consists of the construction of approximately 161 homes on the Gila River Indian Community.

The homes being identified for construction are qualified applicants that have completed the Residential Housing Improvement Program or Home Benefit Program application process with the Department of Housing Development ("DHD") from program years 2008 to 2013.

In 2020, the DHD created home plans with ID Studio Architects. The architect designed three (3) different home plans commonly referred to as the ID Studio Plans. The ID Studio Plans have the following configurations: one (3) bedroom design; one (4) bedroom design; and one (5) five bedroom design; during the application process, conducted by DHD, each applicant selects a home design that meets their needs from these three (3) home plans. There may be a need to utilize additional plans purchased by the Community to accommodate smaller lots.

The HOT have met with the GRIC Building Safety Department to review the plans and specifications in detail and the construction documents are currently being updated. This will include the basis of code compliance, incorporation of ASIs and response to RFIs from past construction based on the original ID Studio Architects plans.

B. Project Description and to Submit Statement of Qualifications (SOQ)

The HOT has prepared this request for qualifications ("RFQ") for the purpose of pre-qualifying multiple Construction Project Management and Quality Control Services (CPMQC) to bid lump sum for professional Construction Project Management and Quality Control Services.

It is anticipated that there will be one general contractor selected with varying number of homes awarded for construction. The actual number of homes to be constructed in a "bid package" may range from 161-750 homes.

Once a “pre-qualified” contractor is awarded a “bid package”, the HOT will work diligently to negotiate and execute an Agreement for Construction Services (the “Construction Agreement”). An award of contract shall be based on the project management and quality control qualifications.

The interested Construction Project Management and Quality Control Company are encouraged to submit a SOQ in accordance with the requirements set forth herein.

The Construction Project Management and Quality Control Company responding to this RFQ must submit their Statement of Qualifications (SOQ) as specified in this RFQ. The HOT may engage a pre-qualified Construction Management and Quality Control Company to begin work as early as January 2021.

Due to these varying situations, the Construction Project Management and Quality Control Team will need to analyze the circumstances surrounding each applicant and their designated homesites to determine all requirements and coordination efforts necessary to advance to the construction phase. In addition, the Construction Project Management and Quality Control Team will need to analyze and determine the capability and methods in which to utilize the DHD and other GRIC department resources available to the Team that may assist with project administration, engineering services, coordination, and quality assurance activities.

The Project locations will be on a variety of homesites both scattered and within a developed subdivision on Gila River Indian Community ("GRIC" and "Community") land and allotted landowners' property throughout all seven (7) districts on the Gila River Indian Community. The Community is located 40 miles south of metropolitan Phoenix within Pinal and Maricopa Counties.

Utilities to the homesites include water and sewer provided by the Gila River Indian Community, phone/communications by Gila River Telecommunications Inc. and Native Technology Solutions (NTS), electricity by Gila River Indian Community Utility Authority (GRICUA), Salt River Project (SRP), or Arizona Public Service Company (APS), propane by Gila River Propane, and natural gas by Southwest Gas.

The HOT has prepared this request for proposal ("RFP") for the purpose of selecting a qualified firm to provide **Construction Project Management and Quality Control Services** for the GRIC Housing Development Project 08-13. The selected firm will be given direction by the Senior Project Manager with recommendations from the Housing Owner's Team and will need to work closely with the GRIC Agencies, and Contractors, during all phases of the project. A general description of the project is included in this subsection above and a specific scope of services is included in Part II.

All invited firms and teams are encouraged to submit a proposal in accordance with the requirements set forth herein. The successful firm or team is expected to perform all services necessary to successfully complete all services, per the Contract Documents, in a timely manner.

Construction management firms responding to this Request for Proposal must submit their responses as specified in Section II, III, and IV. The Construction Project Management and Quality Control Services Team will be required to execute an Agreement with GRIC for a **Guaranteed Not to Exceed Contract** for all Construction Project Management and Quality Control Services.

The Team will engage the CPMQC to **begin work in mid-January 2021**. Only firms/teams with the resources and capabilities to meet this schedule should respond.

II. REQUIRED SCOPE OF SERVICES

A. Construction Phase

1. **Evaluate Project and Delivery Strategy.** The CPMQC, in consultation with the Senior Project Manager, will analyze project requirements and develop a construction strategy that addresses requirements for function, cost, quality, schedule, and logistics. The CPMQC, in consultation with the Owner, will finalize these efforts with a developed Project Master Schedule that establishes duration and responsibility for all major activities during all phases of the project.
2. **Project Budget.** The CPMQC, in consultation with the Senior Project Manager, will develop a detailed Project Budget that identifies all costs including, but not limited to, consulting fees, permit fees, testing and inspection fees, inflation and contingencies.
- 3.
4. **Monitor the Project Master Schedule.** The CPMQC will monitor and report on progress during throughout the construction phase. The CPMQC will update the Project Master Schedule monthly, will notify the Senior Project Manager and HOT of any delays or problems, and will recommend any corrective action necessary to meet the schedule.
5. **Perform Constructability Reviews.** The CPMQC will review design documents and assist with coordination of any recommended plan updates in order to avoid potential problems and to minimize potential change orders. The CPMQC will provide recommendations on contract provisions that establish contractor performance requirements to promote quality cost effectiveness and schedule compliance.
6. **Provide Project Reports.** The CPMQC will prepare and distribute bi-monthly reports to the Senior Project Manager and HOT on the project budget, preconstruction and construction strategy, the status of the project master schedule, and on general project information.

- 7. Conduct Coordination Meetings.** The CPMQC will conduct coordination meetings on a regular basis (minimum of two per month and more frequently if need) with the Senior Project Manager to discuss and review all items pertinent to the construction phase. The CPMQC will prepare and distribute minutes of the meetings in a timely manner.
- 8. Maintain On-Site Staff.** The CPMQC will provide and maintain a qualified, on-site field staff sufficient to manage the project, conform to the scope of services, and insure that the work is performed in compliance with the contract documents.
- 9. Project Coordination.** The CPMQC will provide administration, management, and related services necessary to coordinate the construction activities of the contractors with each other and with those of the CPMQC, the HOT, GRIC district representatives, and other GRIC stakeholders.
- 10. Develop Detailed Construction Schedule.** The CPMQC will develop and maintain a detailed construction schedule based upon the construction schedule in the contract documents. The schedule will include start and finish dates for procurement and construction activities and major milestones for each segment of the work. The schedule will be updated monthly.
- 11. Monitor Construction Progress.** The CPMQC will review contractor's construction schedules, observe construction progress, and report deviations from the schedule that might delay project completion. The CPMQC will consult with Senior Project Manager to develop and implement corrective actions necessary to meet the project schedule.
- 12. Control Construction Quality.** The CPMQC will monitor and inspect all work in progress to insure the quality of the work and compliance with the contract documents. The CPMQC will document and report all deficiencies and make recommendations for corrective actions. CPMQC shall use its best efforts to maintain the progress of the Project within the Construction Schedule and shall, as promptly as possible, communicate to the Senior Project Manager all delays, claims or impediments to the satisfactory completion of the Project and any proposed revisions thereto.
- 13. Maintains Construction Records.** The CPMQC will maintain current and orderly records of all construction documents including, but not limited to, contracts, drawings, specifications, submittals, samples, schedules, correspondence, meeting minutes, catalog data, directives, change orders, etc.

- 14. Process Applications for Payment.** The CPMQC will develop and implement a procedure for the review and processing of contractor payment applications. The CPMQC will evaluate the contractor's schedule of values to insure accurate and appropriate payments in contractors.
- 15. Maintain Construction Accounting System.** The CPMQC, in accordance with the HOT, will establish and maintain an accurate and up-to-date construction cost accounting system.
- 16. Conduct Project Meetings.** The CPMQC, in consultation with the Senior Project Manager, will conduct bi-monthly meetings to discuss job progress, resolve problems, and make decisions. The CPMQC will prepare and distribute accurate meeting minutes in a timely manner.
- 17. Conduct Construction Superintendent Meetings.** The CPMQC will conduct bi-monthly meetings with the construction superintendents to coordinate construction activities and discuss project progress. The CPMQC will prepare and distribute accurate meeting minutes in a timely manner.
- 18. Prepare and Maintain Field Reports.** The CPMQC will prepare and maintain daily job site reports including, but not limited to, weather conditions, number of workers, number of Community member workers, equipment in use, contractor activities, general activities, and special occurrences.
- 19. Process Change Orders.** The CPMQC, in consultation with the Senior Project Manager, will develop and implement a system for review and processing of change orders. The CPMQC will estimate the cost of all change orders, insure the validity of change orders, and negotiate the cost of change orders with the contractors on behalf of the.
- 20. Coordinate Inspections and Testing.** The CPMQC will determine the requirements and make recommendations for inspections and testing. The CPMQC, in consultation with the Senior Project Manager, will coordinate the selection of both independent inspection and testing agencies, review inspection and testing reports, and make recommendations regarding the results of inspections and
- 21. Recommend Construction Changes.** The CPMQC will evaluate work in progress and make recommendations for changes in the work on the basis of field conditions, improved quality, cost savings, or time savings.

- 22. Maintain Photographic Records.** The CPMQC will coordinate and maintain photographic and/or videotape records of construction activities and project progress on a regular basis.
- 23. Provide Project Reports.** The CPMQC will prepare and distribute a bi-monthly report to the Senior Project Manager and the HOT including, but not limited to, information on schedule, budget, quality, safety, claims, logistics, and general project information.
- 24. Construction Claims.** The CPMQC shall assist in preventing, mitigating, evaluating, and resolving all claims arising out of the Project or any cost adjustments resulting from change orders and/or field orders and recommend approval or disapproval of the same to Senior Project Manager.

The CPMQC shall make bi-weekly reports to the Senior Project Manager.

- 25. Monitor Contractors' Safety Programs.** The CPMQC will review and monitor the safety program developed by each contractor, record any safety violations, make recommendations for improving safety conditions, and report accordingly.

B. Close-Out Phase

- 1. Develop Close-Out Program.** The CPMQC, in consultation with the Senior Project Manager, will develop a detailed program of close-out activities in compliance with the contract documents. The program will include a close-out schedule, inspections, testing, turn-over procedures, warranty processing, and occupancy.
- 2. Process Operation Manuals and Warranties.** The CPMQC will collect and catalog all operating and instruction manuals for equipment and building systems. The CPMQC will collect, log, review, and submit to Senior Project Manager and Gila River Indian Community Department of Housing Development (DHD) all warranty documentation per residential dwelling.
- 3. Coordinate Training.** The CPMQC, in consultation with the Senior Project Manager and DHD, will coordinate and assist in the training of homeowners on the operation and maintenance of building systems and equipment.
- 4. Coordinate Substantial and Final Inspections.** The CPMQC, in consultation with the Senior Project Manager and DHD, will schedule and coordinate substantial completion and final inspections as such term is defined in the Contract Documents.

The CPMQC will prepare a list of deficiencies (punch list) and will coordinate all correction action by contractors.

5. **Coordinate Construction Close-Out.** The CPMQC will coordinate with the Senior Project Manager and DHD the close-out activities including, but not limited to, the completion of deficiencies, submittal of close-out documents, resolution of change orders, and recommendations for payment of retainage.
6. **Submit Project Documentation** The CPMQC will submit all project documentation, electronic and hard copy, including, but not limited to, files, records, drawings, submittals, samples, and other information to the Senior Project Manager and DHD in an organized and usable form.
7. **Certificates.** The CPMQC, upon completion of the project, will be responsible for certifying that, to the best of his professional knowledge, the building conforms to the approved plans, specifications, and shop drawings.

Fee Proposal

C. Submit a Lump Sum Fee Proposal in the Following Format:

1. **Construction Phase:**

<u>Functions</u>	<u>Hours</u>	
_____	_____	_____
_____	_____	_____
_____	_____	_____
Subtotals	_____	_____

2. **Engineering Services:**

<u>Functions</u>	<u>Hours</u>	
_____	_____	_____
_____	_____	_____
_____	_____	_____
Subtotals	_____	_____

3. Management Phase:

<u>Functions</u>	<u>Hours</u>	
_____	_____	_____
_____	_____	_____
_____	_____	_____
	Subtotals	_____

4. Close-Out Phase:

<u>Functions</u>	<u>Hours</u>	
_____	_____	_____
_____	_____	_____
_____	_____	_____
	Subtotals	_____

5. Fee Proposal Summary:

<u>Functions</u>	<u>Hours</u>	
_____	_____	_____
_____	_____	_____
_____	_____	_____
	Subtotals	_____

D. Provide a Fee Schedule of hourly rates for additional services by function that may be required on the project.

Reimbursable Expenses: The Fee Proposal should not include any reimbursable expenses.

REQUIREMENTS for PROPOSAL PREPARATION

This RFP does not create any obligations for the GRIC and the Housing Owner's Team. The HOT reserves the right to:

- Value all factors in the submitted proposals and accept the proposal deemed to provide the best value to the GRIC and the HOT.
- Award on the basis of initial offers received, and without requests for additional information or clarifications.
- Reject any or all proposals (at any stage of the negotiations) and make changes to this solicitation with notice, without refund, or any other obligation (this right is not reciprocal).

Proposals must include the following information:

E. Statement of Qualifications

List the firm's official registered name, the corporate structure, business address and office location(s), telephone number(s), State of license or registration, name and title of key contact person and e-mail address. If proposing as a team joint venture, etc.) formed for this specific project, clearly indicate the company that would be the prime contracting entity and the work that would be completed by each party. Provide a general statement of the firm's qualifications, services offered, years in business, number of employees, etc. Please indicate if your firm is Native American owned or has MWE or DBE certification. If proposing as a team, provide a statement of the team's previous experience on project management assignments.

Provide a summary of the firm/team's experience in Construction Project Management and Quality Control Services of similar facilities. Provide a list of five (5) recent projects, similar in nature (type, size and dollar value) and provide references for each project including name, address and current phone number of the contact person. Clearly indicate the firm/team's role in the project and the lead personnel who worked on the project. Give a brief description of the project, type of supervision, systems used, and any special circumstances or methods utilized that would be helpful for this project. List dates of completion for each project. Include any previous projects completed for the Gila River Indian Community or for other Native American communities that meet these criteria.

Provide a list of all past, current or pending litigation against firm/team, any of its principal employees or sub consultants within the past five (5) years, and the current status of the litigation.

For the past five (5) years, list all agreements entered into by the firm or its principal employees for services which have been terminated unilaterally or by mutual consent, and the circumstances that led to the termination. List all projects for which the firm/team and/or its employees have been dismissed as a result of a dispute of the rendering of services.

F. Experience of Key Personnel to be assigned to this Project

Provide a brief overview of your firm including the number of years the firm has provided construction management services and an organizational chart of your proposed Construction Project Management and Quality Control team for this project.

For each key person identified, provide their resume, past experience with Native American Projects & list their length of time with the firm and at least two projects in which they have played a primary role. If a project selected for a key person is the same as one selected for the firm, provide just the project name and the role of the key person.

For other projects provide the following:

- Description of project
- Role of the person
- Project's original contracted construction cost and final construction cost
- Construction dates
- Project owner
- Reference information (two names with current telephone numbers per project)

G. Consultants and Subcontractors

Provide a list of any pre-selected consultants and subcontractors to be utilized in the work. Provide a general statement of the firm's qualifications, services offered, years in business, number of employees, etc. Please indicate if any company is Native American owned or has MWE or DBE certification.

H. Understanding of the Project and Project Management Approach

Describe the methodology that your firm/team will utilize to perform its Construction Project Management and Quality Control Services. The Team desires a high degree of owner involvement in the preconstruction and construction process. Describe how the firm/team proposes to interact with the

Owner, GRIC stakeholders, contractors and other agencies. Describe technology or software capabilities that your firm can provide to enhance project management and communication. Provide a description of the methodology your firm will use to substantiate and document any savings achieved by your participation.

Clearly indicate any assumptions that your firm is making in providing the necessary services. Discuss any major issues/challenges your team may encounter on this project and how you intend to address them.

I. **Quality Assurance / Quality Control**

Provide specifics on the firm/team's quality assurance and quality control procedures for the construction phases. How will you monitor workmanship and compliance with design?

J. **Preliminary Project Schedule**

Provide a preliminary Project Schedule showing how the firm/team will achieve the desired completion date of 9/13/2021. Indicate critical milestone dates for construction activities including necessary Owner and governmental agency approvals. Timely completion of the Project is important. Provide a description of the firm/team's current commitments and your ability to adequately staff the Project to meet the Project schedule without sacrificing quality.

K. **Proposed Fee**

Each proposal shall include a **Guaranteed Not to Exceed Fee** amount for this project, with a mandatory '**breakdown**' listed in Section III, above.

The proposal shall include, under a separate 'line item', an **Owner's Contingency of \$50,000**, to be included in the Guaranteed Not to Exceed Fee.

Proposals for less than all the work will not be considered. The Team reserves the right to negotiate the fee and expenses based upon the final scope of work.

L. **Deliverable Examples**

Provide exhibits of the following items that have been used by your firm on a current or previous construction management project.

- A detailed cost estimate developed during a project preconstruction phase.

- A work schedule from a construction bid package.
- A typical construction manager's project report.
- Any technology and/or software utilized to enhance project management and communication.

III. GENERAL CONDITIONS

A. Proprietary Information

Any restrictions on the use of the information contained within your proposal must be clearly stated within the proposal. All other material contained in the proposal shall become the property of the GRIC/Team.

B. Questions

Any questions should be directed to James McLemore, Senior Project Manager, (520) 610-5131 or james.mclemore@gric.nsn.us. All questions must be received in writing no later than December 1, 2020.

C. Addendum or Supplements to the RFP

In the event it becomes necessary to revise any part of this RFP, an addendum will be provided to each firm that received the RFP. The Team reserves the right to request, and the proposer agrees to furnish, any additional data required to support the information contained within their proposal.

D. Proposer's Responsibility

Each firm shall be responsible for becoming familiar with the Project and to ascertain the nature and location of the works, and the general and local conditions which can affect the works or the cost thereof.

The selected contractor and all subcontractors shall be responsible; **for obtaining a Tribal Business License (\$150 cost), for providing proof of insurances, for providing a copy of their IRS Form W-9 (current IRS version), and for providing evidence of compliance with GRIC's Tribal Employment Rights Ordinance (TERO), and provide Native American preference in subcontracting;** prior to commencing work on any portion of the Project, and for compliance with all other GRIC Laws and Ordinances.

E. Incurring Costs

The Team and the GRIC are not responsible for any costs incurred by firms or teams in responding to this RFP. The Team and the GRIC are not liable for any costs incurred by firms or teams prior to issuance of a fully executed contract and a notice to proceed.

F. Choice of Law and Dispute Resolution

The contract for services will be in accordance with and pursuant to the laws of the Gila River Indian Community. Any action, special proceedings or other proceedings that may arise from, in connection with, or by reason of the agreement shall be resolved pursuant to the laws of the GRIC and its courts. There will be no waiver of the Community's Sovereign Immunity. It is fully understood that modification to the choice of law and any issue concerning the waiver of sovereign immunity will not be considered in the contract negotiation process. Those firms who cannot agree to the laws of the GRIC should not submit a response to this RFP.

G. Native American Preference

A Native American owned firm requesting Indian preference shall submit sufficient evidence to establish their ownership in accordance with 24 CFR 950.175(e).

H. Applicable Federal Law

Community land is held in federal trust, and applicable federal law will apply.

I. Consultants and Subcontractors

The selected firm will be required to provide a listing of all consultants and major subcontractors prior to contract execution. If the HOT has a reasonable objection to any subcontractor, the firm/team will be provided a reasonable opportunity to submit an acceptable substitute.

J. Confidentiality

HOT

All information contained within the RFP is intended solely for the use of the HOT and is considered confidential ("Confidential Information").

K. Bond and Insurance Requirements

The Contractor shall maintain adequate insurance coverage throughout the term of the Agreement. Insurance Coverage shall include, but is not limited to, General Liability Insurance, Automobile Liability, Workers Compensation and Employers Liability Insurance, and Property Insurance.

Contractor agrees that before beginning any work under this Agreement, and as a condition precedent hereto, the Contractor shall provide the Gila River Indian Community ("Community") with a Certificate of Insurance demonstrating that the insurance required in this section has been purchased and is in effect. The Contractor shall provide documentary proof of insurance showing the following:

- **Commercial General Liability Insurance** - with limits of \$1,000,000 per occurrence and \$2,000,000 general aggregate limit. This policy shall be written or endorsed to include the following provisions:
 - The Community shall be named as additional insured
 - Waiver of subrogation
 - No Explosion, Collapse or Underground Exclusions
 - No Subsidence Limitations
 - AM Best Rating of A-8 or better
 - No Claims Made Policy forms acceptable on commercial general liability policy
 - An endorsement providing limited coverage with respect to property under the care, custody and control of Contractor
 - Bodily injury covered under the policy shall include reasonable claims for mental anguish
- **Owned and Non-Owned Automobile Liability Insurance** - including coverage for owned, hired, non-owned and leased vehicles, with a combined single limit of \$1,000,000 or if state limits are more stringent, coverage shall be at the more stringent limits.
- **Pollution Liability** - (If applicable) Contractor's work may involve asbestos or lead, mold or other pollutant abatement, Contractor shall provide liability insurance coverage for claims arising out of abatement, removal, storage, transportation, and/or disposal activities. Such insurance shall be written on an occurrence basis with no sunset clause, or on a claims made basis with a minimum 5 year extended reporting period (Tail) with limits of not less than \$5,000,000 each Occurrence or \$5,000,000 each Claim.

- **Workers Compensation Insurance** - as required by Arizona law, including **Employer's Liability**, with limits of:
 - For bodily injury by accident, \$1,000,000 per accident.
 - For bodily injury by disease, \$1,000,000 per employee and \$1,000,000 policy limit.
- **Performance and Payment Bonds** - (if applicable) (Rating A9+) for construction in an amount equal to 100% of the contract price, shall be furnished to Community prior to and as a condition precedent to commencement of work. Said bonds shall be in effect through the warranty period described in the Contract Documents. Such Bonds shall name Contractor as principal and the Community as obligee.
- **Property Insurance** - Contractor shall meet the requirements of Article 17.3 of the AIA Document A107-2007, as amended.

Contractor will also provide Gila River Indian Community with a copy of the additional insured endorsement along with any other requested coverage forms demonstrating that the insurance policy complies with the requirements of this Section. The certificate of insurance will expressly entitle Gila River Indian Community to thirty (30) days notice, by certified mail, before any insurance policy referred to therein is modified or canceled.

Contractor agrees that its failure to obtain or maintain the insurance required by this Section, or to provide a satisfactory Certificate of Insurance, shall be deemed to be a material breach of the Agreement and shall entitle Gila River Indian Community to cancel the Agreement and/or recover damages at its election.

It is understood and agreed that the insurance coverage and limits, required above, shall not limit the extent of this Contractor's responsibilities and liabilities specified within the contract documents or by law.

It is understood and agreed that authorization is hereby granted to Gila River Indian Community to withhold payments to the Contractor until a properly executed Certificate of Insurance providing insurance as required herein, accompanied by a signed Agreement is received by Gila River Indian Community.

Contractor agrees that any contract it enters into with a lower tier contractor for the performance of any aspect of Contractor's work under the Agreement, shall expressly bind such other contractor to this language and requirements herein,

making such obligation applicable to the other contractor to the same extent as the Contractor.

Contractor shall also require its lower tier subcontractor to likewise bind and obligate any additional lower tier with which it contracts for any portion of the work under the Agreement. This purpose of this provision is to require any lower tier contractors, regardless of level, to provide the insurance and indemnity required by the Agreement.

IV. SCHEDULE OF ACTIVITIES

RFQ - RFP distribution date	11/24/2020
Due date for any questions.....	12/1/2020
Proposal due date	12/11/2020
Interview Date.....	12/17/2020
Anticipated decision and selection of CPMQC	12/29/2020

V. SUBMITTAL REQUIREMENTS and EVALUATION of PROPOSALS

All proposals should be clearly marked "Construction Project Management and Quality Control Services".

(3) hard copies & one (1) digital copy (composed of a single PDF) of the proposal shall be delivered or mailed by 2:00pm, Friday, December 11, 2020 in a sealed package to:

Gila River Indian Community
Housing Owner's Team (HOT)
Attention James McLemore
5350 N. 48th Street Suite 120
Chandler, AZ 85226
James.McLemore@gric.nsn.us

The proposing firm must guarantee their fee for a period of ninety (90) calendar days from the date the proposal is received.

Proposals will be privately reviewed by the HOT Senior Project Manager and the Housing Owner's Team. The HOT reserves the right to reject any or all proposals to waive informalities and/or irregularities, and to accept any proposal considered advantageous to the HOT. The successful bidder will not be entirely based on the lowest price, but also the evaluation of the bidders experience and references for completed comparable

projects. Interviews may be held if it is determined by the HOT and Senior Project Manager that the selection process would benefit from information gained through interviews with some/all of the proposers.

SOQ CONTENT, FORMAT, AND SCREENING CRITERIA

Submitting (CPMQC) must provide the following information in the sequence and format prescribed below. SOQs that do not comply with these instructions or that do not include the requested data may not be considered. Supplemental materials providing additional information may be attached, but the information specified below is to be provided in the specified format by all (CPMQC) submitting. (CPMQC) are cautioned that failure to adhere to these instructions is likely to negatively affect the HOT review. SOQs should be plastic comb or spiral bound. Do not submit three-ring binders. The cover shall be clearly marked to identify the Project and the submitting (CPMQC). **EACH (CPMQC) MUST SUBMIT THREE ORIGINAL COPIES and ONE ELECTRONIC COPY (PDF) OF THE REQUIRED SUBMITTAL INFORMATION LISTED BELOW.** The HOT will objectively evaluate each submitting (CPMQC) SOQ in accordance with the criteria listed below and assign any available points as indicated.

Letter of Introduction and Interest (No points assigned)

This letter shall be on company letterhead and include specific reason(s) why the (CPMQC) would be a good choice for the Project. Detail the availability of the key personnel identified in the SOQ. Specifically state that reasonable diligence has been exercised in the preparation of the SOQ and that all contents are true, accurate, and complete to the best of the signer's knowledge. Specifically state that no objections are taken to the contents of this RFQ, or specifically identify and explain any RFQ item to which an exception is taken. Exceptions taken may render an SOQ non-responsive, and exceptions taken may be considered in scoring the SOQ under relevant scoring criteria. The three original SOQs shall be manually signed in ink by an officer or partner of the responding contractor. Please address the letter as follows:

Mr. James McLemore, Senior Project Manager
Gila River Indian Community
Housing Owner's Team
5350 N. 48th Street Suite 120
Chandler, AZ 85226
James.McLemore@gric.nsn.us

Table of Contents **(No points assigned)**

The Table of Contents shall list all SOQ sections as listed below.

(Please tab the following SOQ sections by letter as indicated below)

A. Information **(10 points available)**

Provide the following:

Name of (CPMQC)

Address of principal office

Phone and Fax

Form of Business Organization (Corporation, Partnership, Individual, and Joint Venture, other)

Year Founded

Primary Individual to Contact

Organizational chart

Answer the following questions.

1. How many years has your organization been in business as a (CPMQC)?
2. How many years has your organization been in business under its present name? Under what other or former names has your organization operated?
3. If your organization is a corporation, answer the following: Date of incorporation, State of incorporation, President's name, Vice-President's name(s), Secretary's name, and Treasure's name.
4. If your organization is a partnership, answer the following: Date of organization, type of partnership (if applicable), names of general partner(s).
5. If your organization is individually owned, answer the following: Date of organization, name of Owner.
6. If the form of your organization is other than those listed above, describe it and name the principals.
7. List jurisdictions and trade categories in which your organization is legally qualified to do business, and indicate registration and license numbers.
8. List jurisdictions in which your organization's partnership or trade name is filed.
9. List valid (CPMQC) certification or license(s).

Provide the following litigation history.

1. The (CPMQC) must have an acceptable history of working proactively to avoid litigation with HOT in providing contractor services. Describe all litigation (including the court and location) of any kind involving (CPMQC), its officers or directors within the last 5 years.
2. Claims and suits (if the answer to any of the questions below is yes, please attach details).
 - a. Has your organization ever failed to complete any work awarded to it?

- b. Are there any judgments, claims, arbitration proceedings or suits pending or outstanding against your organization or its officers?
- c. Has your organization filed any lawsuits or requested arbitration concerning (CPMQC) contracts within the last five years?
- d. Have there been any complaints filed with the Register of Contractors and if so what were those complaints?
3. Within the last five years, has any officer or principal or your organization ever been an officer or principal of another organization when it failed to complete a CPM contract? (If the answer is yes, please attach details).
4. Has a surety company finished a project or paid a claim relative to any project or individual identified in the SOQ within the last five years? If so, explain the circumstances, resolution, and status.
5. Have there been civil or criminal violations of the Occupational Safety and Health Act; the Contractor's State Licensing law; any equal opportunity employment statutes; any federal or state law governing the payment of wages or benefits, or income tax, or FICA, or disability insurance withholding; against your organization? If so, explain the circumstances, resolution, and status.

If a submitting (CPMQC) fails to answer truthfully these questions and the HOT learns of this later in the project, this will constitute grounds for termination of contract or any further consideration for "bid package" contracts.

B. Relevant Experience (20 points available)

This information should relate both to the Company as a whole and to the specific team members who will be involved in this project.

1. List the categories of work that your organization normally performs with its own forces.
2. List any previous and current experience with housing projects and other public buildings.

List three major projects constructed by your organization over the last five years and indicate their relevance to the Project. Please identify the following for each project:

1. Key staff from your company assigned to the project (indicate if they are being recommended on this project).
2. Name and location of the project.
3. The nature of the contractor's responsibility on the project.
4. The service you provided (general contractor with bid selection, construction manager with qualification selection etc.)
5. Scheduled and actual completion date of the project.
6. Size of project – provide cost number of houses built and square feet constructed.

C. Concepts for working “(CPMQC)” (15 points available)

1. Describe your organization’s concepts for working in a team relationship with the HOT during the management of a specified portion of the project. Describe your organization’s methods for estimating costs, and for scheduling during the construction phase. Explain which (one or more) of those projects listed above that best exemplifies these concepts and experience.
2. Cost Estimates
Attach a sample cost estimate prepared for a final bid used to fix the contract amount for the construction of the same project. (The identity may be concealed; the intent is to see the nature and format).
3. Cost Information
Describe how your company will prepare cost information and make it available to the HOT for review?
4. The (CPMQC) scheduling system and costs control system shall be described. Methods for assuring sub- contractor’s adherence to schedule shall be highlighted. The following questions shall be addressed:
 - a. Do you use and provide computer-generated schedules for the management of construction?
 - b. To what level of detail should a construction schedule be defined? How do you schedule the processing of shop drawings and other submittals?
 - c. How do you coordinate development of schedule information from sub-contractors?
 - d. State experience in handling crew loading and coordinated construction schedules for multiple home sites.
 - e. State experience in cost loading of schedules.
 - f. Attach a sample schedule which best illustrates your overall scheduling capabilities.

D. Demonstrated Experience with Similar Conditions and Relevant (CPMQC) Techniques (10 points available)

GRIC has characteristics such as soils conditions, climate, labor, and transportation that distinguish it from many other portions of Arizona. Describe any experience that will give the submitting contractor the ability to be aware of and respond knowledgeably to potential site-specific issues.

E. Project Staff (10 points available)

Identify the specific Project Directors, Project Managers, Estimators, and Superintendent(s) who would work on the Project. Provide a resume for each individual. Include an organizational chart including office staff and onsite staff. It is the intent of the HOT to require that those indicated as the project team in the SOQ actually execute the Project.

Provide brief resumes of key persons to be assigned to the Project including at a minimum the following:

- Name and title.
- Job assignment for other projects.
- Percentage of time to be assigned to this Project.
- Percentage of time assigned to current projects and their completion dates
- How many years with this (CPMQC).
- How many years with other (CPMQC).
- Experience including types of projects, size of projects (dollar value and square footage of project), and specific project involvement.
- Education
- Active registrations (if any).
- Other relevant experience and qualifications relevant to this Project.

F. Current Workload (5 points available)

List the major construction projects your organization has in progress. Provide the following for each project:

1. Key staff from your company assigned to the project (indicate if they are being listed on this project).
2. Name, location, and Owner of the project.
3. The nature of the contractor's responsibility on the project.
4. Name, address, fax number and telephone number of the project architect.
5. Name, address, fax number and telephone number of project Owner's representative.
6. The service you are providing (general contractor with bid selection, negotiated GMP contract in the private sector, (CPMQC) manager with qualification selection, etc.)
7. Size of project – provide cost and square feet.
8. Percent complete and scheduled completion date.

G. References (10 points available)

For the completed projects listed in Section B, identify a representative of the Owner and a representative of the architect (provide name, phone/fax numbers) who are willing references regarding your company's services. At least two references per project should be provided. As these numbers will be called and references checked, please verify that all numbers and contacts are up to date and accurate at the time of your submittal. Results will be provided to the (CPMQC). Submitting (CPMQC) are cautioned that listing references that cannot be contacted with the indicated information will result in loss of the available points.

H. Safety Record (5 points available)

Provide your contractor's Experience Modification Rate for past 3 years, note number of OSHA recordable cases, lost workdays, restricted workdays and fatalities in the last 3 years. The contractor should have an Experience Modification Rating of 1.0 or less. Estimate the approximate number of employee hours worked by your Company and sub-contractors in these 3 years.

I. Local Participation (5 points available)

This project has the potential to be of social and economic benefit to GRIC. The HOT desires maximum practical local participation in the project. Describe the intended approach to actively promote utilization of local resources and labor.

J. Native American Preference (10 points available)

A Native American owned firm requesting Indian preference shall submit sufficient evidence to establish their ownership in accordance with 24 CFR 950.175(e).

K. Supplemental Forms Must Be Included With SOQ (No points assigned)

The Submitting (CPMQC) will submit the following forms with their SOQ:

1. Non-collusion Affidavit
2. Addendum Receipt Acknowledgement

INTERVIEWS

After the Submitting have been evaluated based on their written SOQ submissions, submitting firms with the highest scores may be invited to participate in interviews. This discussion may be a total of 60 minutes, with a 30-minute oral presentation of method of approach by the (CPMQC) project staff, 20 minutes of questions and 10 minutes of discussion. The (CPMQC) selected for interviews will be expected to address the items listed below. The Selection Committee will objectively evaluate each (CPMQC) abilities in accordance with the criteria listed below and assign any available points as indicated.

1. Management Method of Approach for Furnishing the Required Services (25 points available)

The (CPMQC) will demonstrate its understanding of public buildings, local practices, codes and ordinances, local sub-contractors, and suppliers as an indication of its ability to contribute to the design and budget management process and deliver quality workmanship in an effective and timely manner. The (CPMQC) shall demonstrate verbally and graphically its plan for performing the specified portions of the Project, documenting the services to be provided and showing the interrelationship of all parties. Explain your approach to scheduling methods, management services, quality

assurances, inspection, cost control, and safety programs. Describe the functions and capabilities of your computer based project management and information system and provide examples of progress reports.

2. Staff Method of Approach for Furnishing the Required Pre-construction and (CPMQC) Service (25 points available)

The (CPMQC) leadership shall present the actual staff to be assigned to this Project, with whom the HOT will be directly working; each shall personally describe their ability and experience and indicate their approach to fulfilling their function and role on this Project.

3. Method of Approach for Furnishing the Required Cost Control Services (25 points available)

As part of its project approach, staff shall describe knowledge and experience in the evaluation of building systems, construction techniques, and the recommendation of materials to create an optimum value in meeting the design and budget requirements.

4. Method of Approach for Furnishing the Required Project Scheduling Services (25 points available)

As part of the project approach, staff shall present a scheduling methodology for effectively managing and executing the work in the optimum time. The (CPMQC) shall indicate its procedure for scheduling and for compliance controls. The (CPMQC) will describe any representative current projects and the projected versus the actual schedule for each.

Financial Information

At the time scheduled for its interviews, each submitting (CPMQC) will be required to provide, in writing, the following financial information. The information will be considered in scoring the proposed Management Method of Approach for Furnishing the Required CPMQC services and described above.

1. An audited financial statement including your organization's latest balance sheet and income statement showing the following items:

Current Assets
Net Fixed Assets
Other Assets
Current Liabilities
Other Liabilities

2. Name and address of the auditing firm preparing attached financial statement and date thereof. Is the attached financial statement for the identical organization named above? Explain.
3. Provide name, address, and phone for bank reference.
4. Insurance: Name of workers compensation, general liability, and commercial auto liability insurance companies, name, address, agent, phone number. Submitting CPMQC wishing to preserve confidentiality of the information requested by this question should provide an envelope labeled "Confidential – Financial."

AWARD

1. Pre-qualification is not based on price. Any pre-qualification will be made as will best promote the GRIC interest and the needs of the HOT taking into consideration the qualifications of the contractor submitting the SOQ; the responsiveness of the SOQ in meeting the requirements and specifications, services to be furnished and their conformity to the specifications; contractual requirements and any additional specific criteria for evaluation included in this RFQ. Only the HOT is in a position to determine its own best interest; therefore, the HOT shall be the sole judge in determining the quality and appropriateness of the services proposed. Their decision shall be final.
2. The HOT reserves the right to pre-qualify a CPMQC at any time within thirty (30) days after the date of the opening, during which period SOQs may not be withdrawn unless authorized by the HOT.

MISCELLANEOUS TERMS AND CONDITIONS

1. The HOT reserves the right to pre-qualify a CPMQC for competitive bidding of "bid packages" of the project. If a pre-qualified CPMQC that is awarded a "bid package" does not begin the contracted services within fourteen calendar days of a "Notice to Proceed" by the HOT, the HOT may terminate consideration and negotiate with the next best pre-qualified contractor.
2. The HOT does not discriminate in admission or access to or treatment or employment in its programs and activities based on race, color, religion, age, sex, national origin, marital status, handicap or any other reason prohibited by law.
3. This is merely a solicitation for qualifications and shall not be construed as an offer to contract or as intent to enter into a contract. There shall be no enforceable contract or intent to contract until such time as it may be expressly stated by the HOT, and all prior conditions are addressed, including, but not limited to, bonding and insurance requirements, and a written contract is fully executed by the parties.
4. The HOT, by written notice, may terminate any contract that may be issued related to this RFQ if it is found by the HOT that gratuities, in the form of entertainment, gifts or

otherwise, were offered or given by CPMQC or any agent or representative of CPMQC, to any officer or employee of the HOT with a view toward securing an order or securing favorable treatment with respect to the awarding or amending, or the making of any determinations with respect to the performing of such order. In the event the contract is canceled by the HOT pursuant to this provision, the HOT shall be entitled, in addition to any other rights and remedies, to recover or withhold from the CPMQC the amount of the gratuity.

5. No right or interest in this solicitation and/or any contract that may arise from this solicitation shall be assigned by the submitting contractor, and no delegation of any duty of the submitting contractor shall be made, without the prior written consent of the HOT. Any attempted assignment or delegation shall be wholly void and totally ineffective for all purposes unless made in conformity with this paragraph.
6. To the fullest extent permitted by law, the submitting CPMQC shall defend, indemnify and hold harmless the HOT and its agents and employees from and against claims, damages, losses and expenses, including but not limited to attorneys' fees, court costs and the cost of appellate proceedings, arising out of or in any way related to, in whole or in part, by reason of any act, omission, professional error, fault, mistake or negligence of the submitting CPMQC, its employees, agents, representatives, consultants or sub- contractors, or their employees, agents, or representatives in connection with or incidental to the performance of any work relative to this solicitation and/or any contract that may arise from this solicitation. Provided that such submitting CPMQC's duty to defend, indemnify and hold harmless the HOT shall arise in connection with any claim, damage, loss or expense that is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the work itself) including loss of use resulting there from, but only to the extent caused in whole or in part by any fault, negligent act, or omission of the submitting contractor, anyone directly or indirectly employed by them or anyone for whose acts they may be liable, regardless of whether or not such claim, damage, loss or expense is caused in part by a party indemnified hereunder, including the HOT. Such obligation shall not be construed to negate, abridge, or reduce other rights or obligations of indemnity, which would otherwise exist as to a party or person described in this paragraph. In claims against any person or entity indemnified under this paragraph by an employee of a submitting CPMQC, its sub-consultants or anyone directly or indirectly employed by them or anyone for whose acts they may be liable, the indemnification obligation under this paragraph shall not be limited by a limitation on amount or type of damages, compensation or benefits payable by or for the submitting CPMQC or its sub-consultants under workers' compensation acts, disability benefit acts or employee benefit acts.
7. The captions and headings in this document are for convenience, enjoyment, and ease of personal use only, and in no way define, limit or describe the scope or intent of the document.

8. Neither party shall be held responsible for any losses resulting if the fulfillment of any terms or conditions are delayed or prevented by any other cause not within the control of the party whose performance is interfered with and which, by exercise of reasonable diligence, said party is unable to prevent.
9. This process shall be governed by the laws of GRIC. Lawsuits pertaining to any subsequent contract may be brought only in the GRIC Courts.
10. Any final contract that may arise from this solicitation must comply with all Federal State and GRIC laws and regulations and is subject to termination by the HOT. In addition, all agreements are subject to review by the HOT's Attorney.
11. The provisions of this RFQ are severable to the extent that any provision or application held to be invalid shall not affect any other provision or application that may remain in effect without the invalid provision or application.
12. If a person or a CPMQC has been debarred, suspended or otherwise lawfully prohibited from participating in any public procurement activity, the person or CPMQC shall disclose that information in its SOQ. Failure to do so shall result in rejection of the SOQ.
13. The offer of a person or CPMQC that is currently debarred, suspended or otherwise lawfully prohibited from any public procurement activity shall be rejected.
14. The pre-qualified CPMQC may self-perform work, and will be responsible for construction means and methods for delivery of the completed work.

VI. ATTACHMENTS

Attachment A	Contract Agreement
Attachment B	Example Billing Policy & Guidelines
Attachment C	Department of Public Works Services

End of Request for Proposal

Construction Project Management and Quality Control Services

Attachment A - Contract Agreement

**Attachment B -BILLING POLICIES AND
GUIDELINES FOR
CONSULTANTS/CONTRACTORS**

Introduction: The following policies and billing guidelines have been developed to establish the Gila River Indian Community Housing Owner's Team's expectations from its professional, business relationship with the Contractors/Consultants. All technical and professional services, training, development and support services rendered by the Contractor(s)/Consultant(s) will be billed in accordance with these Billing Policy and Guidelines.

1. Consulting Services/Representation. It is understood that the Housing Owner's Team of the Gila River Indian Community is the "Client" for purposes of this representation and/or provision of consulting services and not any of the Gila River Indian Community's individual members.

2. Billings.

(A) Invoices/Applications for Payment. The Contractor shall prepare and submit an invoice application for payment for services rendered and costs incurred to Debbie Yazza, Housing Owner's Team, Wild Horse Pass Development Authority, 5350 N. 48th Street, Suite 210, Chandler, AZ 85226 All invoices will be submitted during the month following the month in which services are rendered and costs incurred. Contractor shall make every effort to include all reasonable out-of-pocket reimbursable expenses authorized in the monthly invoice the month in which the expenses are incurred. However, it is understood that some expenses and costs may not appear on a statement until sometime after the charges were actually incurred.

(B) Reimbursable Expenses. The Team will reimburse the Contractor for all out-of-pocket disbursements or expenses incurred on the Owner's behalf in accordance with the requirements set by the Agreement. There shall be no mark- up of such expenses. All reimbursements must have itemized receipts. Typical of such costs are travel expenses, long-distance telephone calls, outgoing fax (at the rate per page), Federal Express or similar courier expenses, delivery services, photocopying (at the rate per page), online research/ database retrieval charges, printing of documents, meals, lodging and payment pursuant to subcontracts with technical or other professional consultants or other reasonable reimbursable expenses as determined by the Team. The Team reserves the right to withhold payment of reimbursable expenses that are disallowed pursuant to the Agreement, provided, however, that the Contractor may re-submit the invoice with further justification or explanation concerning the disallowed expense or cost.

(C) Receipts. The Contractor shall submit receipts that indicate the item, service

or expense purchased and any other requirements that are set forth in this Billing Policy and Guidelines and terms of the Agreement.

(D) Fee Schedule (If applicable). If the billing for professional services will primarily be based upon a schedule of hourly rates agreed to by the parties, a schedule of the hourly rates will be provided in the Agreement or in an exhibit to the Agreement. When the Owner is provided discounted or reduced rates, the fee schedule shall identify the regular, market rates and the discounted rates provided to the Owner. A change in the fee schedule will be implemented based upon prior approvals in accordance with the procedures set forth in the contract documents.

(E) Record of Time. If billing for professional services is based on hourly rates, the Contractor will maintain written records of the actual time spent on project manager matters which will detail all activities and tasks performed on behalf of the Team.

3. Travel Expense Policy. Expenses for travel shall comply with the following:

(A) Mileage. If mileage is claimed by the Contractor, it will be billed at the Federal rate.

(B) Air Travel. The Contractor is responsible for arranging their own airfare and lodging accommodations while on travel status for the Team. Regular coach airfare is allowable, however first class travel is not an allowable expense unless no other seats are available and the Contractor provides prior written justification explaining the need to travel first class and receives prior approval by the Team.

(C) Car Rental. The use of car rental is allowed except that the Contractor agrees to rent only one vehicle when more than one individual from the Contractor's firm is traveling on behalf of the Team. If, however, there are more than four (4) individuals together, rental of additional vehicles is allowed. Luxury upgrades of car rentals may be allowed if prior written justification is provided and approved by the Team.

(D) Ground Transportation. Contractor shall make every effort to utilize local reasonable public transportation. However, if local, reasonable transportation is not provided or impractical, the use of a taxicab is allowed and is reimbursable provided that a receipt is submitted with invoice. The Team may reimburse for ground transportation utilizing sedan or limousine services when: (1) transportation of Owner representatives and officials to meetings scheduled by the Contractor is necessary; or (2) late night or early morning transportation to an airport is necessary; and (3) upon written explanation of unique circumstances for which such transportation services is necessary and appropriate, and the Team and Senior Project Manager agrees and approves. All receipts must be submitted and indicate date, destination, purpose of travel and cost.

(E) Meals. Allowance for meals will be reimbursed at actual cost. In order to be reimbursed, the Contractor shall submit vendor receipts that show an itemized list of items purchased. If the itemized receipt for meals involves more than one individual, the Contractor will indicate on the receipt, the number of additional persons and the issues or topics discussed by meal participants.

4. Other Miscellaneous Charges.

(A) Alcohol and Tobacco. Alcohol beverages and tobacco products are not an allowable expense.

(B) Cell Phones. The Owner may reimburse the Contractor for cell phone use upon the presentation of the cell phone billing statement that clearly identifies the portion of charges attributable to project management matters. Past due charges will not be reimbursed unless a copy of the bill for the past due charges is submitted to the Team for review.

(C) Petty Cash. Receipts for disbursement of petty cash will not be reimbursed.

(D) In-Room Movies. In-room movies are not an allowable expense while on travel for the Owner.

5. General Matters

(A) Subcontractors. The Team reserves the right to review any invoice submitted by the subcontractor in the same manner as the review provided to the invoices submitted by the Contractor. There shall be no mark-up of reimbursable expenses on sub-contractor invoices unless specifically allowed in the Agreement.

(B) Adjustment of Fees. The Owner understands that the Contractor may periodically review the hourly rates and that the future contract fees may be adjusted subject to an executed written amendment to the Agreement.

(C) Audits. There may be occasions when the Team will require an audit of expenditures incurred under the Agreement. Upon such an occasion and upon reasonable notice to the Contractor, the Team and the Senior Project Manager shall be afforded access to and shall be permitted to audit and copy, the Contractor's records, books, correspondence, sub-contracts, invoices, billing statements and other data relating to the Agreement.

Attachment C- Department of Public Works Services

The development of the Land Use Action Review (LUAR) for the Department of Public Works requires the analysis of delivering water, sanitary, and trash services to the site. A cost estimate is prepared for the installation of service and any improvements necessary to bring services to the site.

Expanded details - Evaluate the water to the site or what is necessary to deliver service to a homesite. The sanitary services can either be sewer or septic. If sewer is adjacent to a site or in the general area, the invert elevation needs to be determined in order to serve a home. If septic is going to be utilized, does the site have sufficient area to install the system? Does the site have an existing septic system already? Are there any access concerns for trash or septic maintenance? Are there any other complications with the site that needs to be identified? This could be a large variety of items from vegetation impacts, existing fencing and debris, neighboring properties' adjacent utilities, or existing access to the neighboring property.

Important note related to the release of community information - DPW would need to provide access to all CAD work and site records so this work effort could be done. If that was not possible, then DPW would need to do the research for every site for this analysis above to be completed.

End of Attachments