

EXHIBIT A
FACTUAL FINDINGS
PROPOSED EXEMPTION FROM COMPETITIVE BIDDING
INTERSTATE MAINTENANCE FACILITY RENOVATION PROJECT

I. EXEMPTION FROM COMPETITIVE BIDDING UNDER OREGON STATUTE

Oregon law requires all public improvement projects to be procured by a competitive low bid method, unless an exemption is granted by the Local Contract Review Board, which is the Portland City Council. In order to obtain an exemption, ORS 279C.330 requires the Portland City Council, acting as the Local Contract Review Board, to make two findings:

1. That it is unlikely that the exemption will encourage favoritism in the awarding of public improvement contracts or substantially diminish competition for the public improvement, and
2. The awarding of the public improvement contract under the exemption will likely result in substantial cost savings for the City of Portland (“Owner”).

As used in ORS 279C.335, 279C.345 and 279C.350, “findings” means the justification for a contracting agency conclusion that includes, but is not limited to, information regarding:

- (1) Operational, budget, and financial data;
- (2) Public benefits
- (3) Value engineering
- (4) Specialized expertise required;
- (5) Public safety;
- (6) Market conditions;
- (7) Technical complexity; and
- (8) Funding sources.

II. PROJECT BACKGROUND

The Interstate Maintenance Facility Renovation Project (hereinafter referred to as the “Project”) implements direction given in the City of Portland Water Bureau (PWB) Interstate Facilities Master Plan Report. The Master Plan was the result of a 5 year study completed in 2006. The primary objectives of this planning effort were to determine the viability of the continued use of the existing structures establish a Master Plan that develops an approach to effectively use the site, and prioritize

and identify needed improvements. This project provides the opportunity to modernize an aging facility to provide a safe and efficient environment from which to provide essential City services.

The PWB Central Maintenance Facility (the "Facility"), commonly referred to as the Interstate Yard, occupies 11 acres on North Interstate Avenue in general proximity to the Rose Quarter and Willamette River. With a staff of 300, the Operations, Maintenance, and Construction Groups provide most of the services required to maintain and repair, and renew the City's potable water delivery system. The Facility is comprised of several single and multiple use structures of varying size and age. The oldest buildings were constructed in the mid - 1920s, and the newest in 1991. The main structure on the site is referred to as the Maintenance Building. It houses most of the office space as well as the PWB warehouse and stores. After review it was determined that this 1925 vintage building is not designed or constructed to meet the current and future needs of the PWB. This building will be demolished.

Under the Public Health Security and Bio-terrorism Preparedness Response Act of 2002, and Section 333-061-0064 of the Oregon Administrative Rules (OARs), all water systems serving more than 3,300 people are required to analyze the security vulnerability of their systems and have an implementation plan for improving their security. In addition to this assessment, PWB also studied the vulnerability of the water system to natural disasters. For the Interstate Maintenance Facility (IMF), these studies were completed as part of the Master Plan work. The security evaluation identified many areas of the complex that would be vulnerable to persons seeking to damage the facility. In addition, a seismic assessment of the Maintenance Building determined that the unreinforced masonry structure will not withstand a sizable earthquake event. In the event of a natural disaster, the functioning of the Interstate facility will be essential for staging, response, and recovery of the water system. These facts, combined with the poor condition and design of the building, led to the decision to demolish the building.

A strategic sequencing of construction tasks must be created to ensure worker safety, cost-effective operations, and minimize daily PWB operational disturbances. For these reasons and others, PWB is proposing the use of an alternative procurement method, namely the Construction Manager/General Contractor (CM/GC) method for this project, instead of the traditional Design/Bid/Build (DBB) method.

In the traditional DBB method, the PWB obtains separate contracts for design and construction. The construction contract is bid at the completion of the design contract and is awarded to the candidate meeting the minimum qualifications with the lowest responsive bid. The construction contractor performs the work under the oversight of PWB staff. The PWB assumes the risk for schedule delays, unanticipated costs, and claims. The sequential nature of the DBB process requires a lengthy design and construction time frame to allow for the bidding process. In DBB, there is no interaction between the design and construction contractors until construction when design and permits are locked in and there is no room for changes in the design without added cost.

In a CM/GC procurement, the PWB obtains proposals from potential Construction Management/General Contractor firms, which usually occurs during the early stages of the design process. The process is typically a two step process: a pre-construction contract for services performed during design and a construction contract for services during construction. During the pre-construction contract, the CM/GC contractor provides input to the design to reduce costs,

minimize scheduling problems, provide constructability reviews and value engineering, and ensure safety. During this time the City will receive various cost estimates from the contractor, which are typically verified from an independent source. Ultimately, the contractor proposes a Guaranteed Maximum Price ("GMP") which the City may accept or reject. Once a GMP has been established, a construction contract is executed and the PRE-CONSTRUCTION contract is terminated. Subcontractors are hired by the CM/GC using a competitive bidding process.

Using a CM/GC contract method would support successful completion of this project in the most cost-effective manner. Hiring a CM/GC contractor would provide the following benefits:

- Allows the PWB to select the most qualified contractor, as opposed to a minimally qualified contractor
- Evaluation of total project costs based on project design
- Guarantee of the maximum price at final design absent changes in the scope of work, or the occurrence of any conditions for which the City has assumed the risk.
- Technical expertise in planning for sequencing construction phases during design
- Experienced management of multi-disciplined technical subcontractors
- Team-building and partnering with PWB project management staff and the design team
- Coordinated responsibility for worker safety
- CM/GC assumption of some risk (i.e., cost, schedule, safety, maintaining service, and constructability.)
- Reduction of risk of construction delays and unanticipated costs for PWB
- Accelerated schedule with early solicitation of subcontract bid packages and the early start of construction concurrent with final design
- The ability to evaluate the qualifications of the potential contractors to a far greater degree than the DBB would permit.

III. FINDINGS REGARDING REQUIRED INFORMATION

A. OPERATIONAL, BUDGET, AND FINANCIAL REQUIREMENTS

Budget and Financial are included in Paragraph H with Funding.

The project will renovate the Facility. A CM/GC process allows the City to hire the Contractor during the design phase of the project and allows the Contractor to develop a comprehensive construction schedule before initiating the work with input from the Owner and the designer. A CM/GC process also permits the contractor to provide input during the design phase, increasing opportunities to save money through value engineering. The interaction between the Owner, designer and the CM/GC during the design process means it is more likely that the final design will take into account potential construction problems. Addressing potential construction problems in advance means it is likely that the project will have fewer change orders, thus allowing the project to be constructed more economically.

It is necessary to carefully consider the means and methods of construction during design stages to ensure a minimum of delays and additional costs during construction. Adding the CM/GC Contractor to the design team early in the design phase would provide information on constructability and permit the contractor to suggest a logical sequence for construction. The CM/GC method fosters coordination and efficiency in design and construction.

Confidentiality, security, and protection of the PWB's critical facilities during the design and construction process are essential. PWB does not want to release documents that include the detailed plans for the higher level secured areas of the facility. Currently ORS192.501 (23) allows some protection from disclosure for "Records or information that would reveal or otherwise identify security measures or weaknesses...taken or recommended to be taken to protect: b) building or other property (used or owned by a public body.)" The CM/GC contracting method would allow distribution of the final construction documents to a controlled audience where as in the DBB process, 100% design documents would potentially be available to a wide range of potential bidders, including those who did not receive the final contract for construction. Control of that design information would be much more difficult to maintain when using a DBB method.

Coordination between contractors, consultants, and PWB operations, and permitting agencies will be complicated and require a high level of contracting sophistication to keep operations running smoothly and minimizing disruptions to customers. This construction contracting method carries both the lowest risk and lowest construction and operating cost compared with any other alternative. This approach also offers the greatest flexibility, risk reduction, reliability, and ease of operation.

Finding: A competitive selection of a CM/GC Contractor allows the City to minimize disruptions to customers and maintain operations during construction as well as addressing constructability during design. This approach also offers the greatest flexibility, risk reduction, reliability, and ease of operation. In comparison to the DBB process, the CM/GC process is less likely to cause budget overruns.

B. PUBLIC BENEFITS

PWB must meet its commitment to the City of Portland to provide quality potable water to its 900,000 retail and wholesale customers and maintain the system during construction. All PWB maintenance, construction and operation activities based at the Interstate Facility must continue to function while the Facility is renovated. Therefore, it is necessary that construction of the project proceed smoothly and with a minimum of interruptions, delays, and claims.

It is likely that there will be a lower chance of disruption to the schedule, cost overruns, and delays by using the CM/GC approach. Electing to adopt reasonable measures such as alternative contracting to meet its commitments falls well within the PWB's fundamental mission of maintaining the livability of the City.

Utilizing the CM/GC contracting method will allow the City to minimize the risk of awarding the contract to an under qualified contractor and subcontractors.

Finally, CM/GC contracting will allow construction of the current facility plan at the lowest life-cycle cost of any other technically feasible alternative identified to date, including a DBB process. A CM/GC approach will thus allow the public to receive the benefits of both timeliness and lowest cost.

Using a CM/GC contract provides more opportunities during design and construction to address constructability, modify construction means and methods, and work in partnership with the city. This construction approach helps provide the following public benefits:

- Minimizes disruptions to the neighborhood.
- Success in neighborhood relations.
- Ensuring access to adjacent properties is maintained.
- Minimize odor, noise, vibration impacts, and utility disruptions.
- Provides most qualified contractor to be hired at the best value

Finding: *The competitive RFP method of CM/GC procurement maximizes public benefit by ensuring the selection of a contractor who is well qualified to effectively minimize the public impacts caused by the work. In contrast, the DBB process, which does not permit contractor to become involved in the project until after the design is complete, would be less likely to achieve these goals.*

C. VALUE ENGINEERING (VE)

The CM/GC contracting process will give the contractor an opportunity to partner with PWB project team, the designer, and operations in performing value engineering (VE) and constructability reviews during design. Value engineering is a process in which project stakeholders compare the total project cost to project performance and evaluate the benefit-to-cost ratio. With a CM/GC procurement method, constructability is continuously evaluated and final costs are usually determined prior to completion of the final design. The early and realistic determination of costs

allows PWB to adjust design and construction methods based on real costs. In contrast, contractor input into the project while it is being designed is not possible using the conventional DBB construction process.

Early involvement of the CM/GC contractor likely will reduce overall project costs and more efficiently attain the project objectives. The CM/GC contractor can see conditions while design is ongoing and provide input. The CM/GC's construction experience and knowledge will help identify and resolve issues prior to construction and will aid in early identification of effective measures to minimize disruption. This partnering will likely reduce the need for change orders, claims, and delays, resulting in significant cost savings and delivery of quality facilities on time.

Early CM/GC procurement best leverages VE ideas from a contractor, as they can be implemented during the design phase, in comparison with the DBB method in which such VE ideas often require additional costs associated with re-design.

***Finding:** Hiring a contractor through the CM/GC procurement method allows hiring the construction contractor during design and participating in the design and development of the project making it a more cost effective project. In contrast, the DBB process does not permit contractor involvement during the design phase of the project and limits value engineering possibilities.*

D. SPECIALIZED EXPERTISE

The new and renovated facilities at Interstate will meet heightened design criteria applicable to facilities designated as lifeline facilities. These more stringent requirements mean that the Facility can continue to function even after a major event such as an earthquake or other catastrophe. So both the design and construction of these enhanced facilities require a higher level of expertise than is required for a standard building. The construction of the Interstate facility will require a highly organized contractor in order to meet the tight project schedule and technical site constraints. The CM/GC process allows PWB to contract with a contractor that demonstrates the desired specialized expertise. Utilizing a CM/GC will allow the contractor to provide valuable input during the design process. Constructability issues can be addressed preceding the actual construction activities.

Expertise in construction methodology, sequencing, scheduling and cost estimating is essential to make sure the City realizes an optimum design that remains practical and within budget. The CM/GC contracting process will provide the best opportunity to select the most knowledgeable contractor with the necessary expertise for this project. An alternative contracting method, such as CM/GC provide a realistic way to make sure that expertise is available during the project design phase. In contrast, the DBB method does not permit the City to use the contractor's expertise to help design the project, since the contractor is selected after the design is complete. Although the DBB process, through the use of contractor prequalification permits the City to make sure that minimally qualified contractors bid on the project, it does not permit the City to select the most qualified contractor to perform this work. Using specialized expertise on this project in the most beneficial way requires a CM/GC contracting process to maximize the project success and to minimize PWB operations and unanticipated costs.

***Finding:** Procurement using CM/GC method allows the City to evaluate the qualifications of the contractors seeking contract award, including an evaluation of their expertise. In contrast, the DBB process sets a minimum threshold for qualifications and does not permit the City to evaluate*

contractors based on their expertise. As a result, the CM/GC process is more likely to find the best contractor for the job than the DBB process.

E. PUBLIC AND CITY STAFF SAFETY

The CM/GC process enables the selected contractor to provide input during the design process including establishing a safety plan and a coordinated construction phasing plan. This process is more likely than the DBB process to result in early implementation of health and safety measures to protect the public water source, the 300 PWB staff who work out of this site, construction workers, and the public throughout the project. These health and safety measures will ensure that the water system continues to provide excellent water quality, reliability, and system security.

As a public project, it is important to build the project with safety foremost in the contractor's approach to ensure safe working conditions for the contractor, PWB staff, and the public that could be affected by the project.

***Finding:** CM/GC procurement method allows actual safety performance on similar projects to be considered as a selection criteria. It also permits the City to work closely with the contractor during the design phase of the project to ensure that the design permits appropriate safety measures, that the contractor understands the City's safety concerns and that the contractor will take appropriate steps to address them. In contrast, the DBB process does not permit the City to discuss safety issues with a contractor until after the design is completed and does not permit the close interaction with the contractor to make sure that the City's safety concerns are well understood.*

F. MARKET CONDITIONS

A CM/GC contracting process would reach the same or greater market of construction contractors as the DBB process. The Request For Proposals for specialized skills, size of the project and major components of work necessary for the project could reach the state and national marketplace. Competitive contracting to this market will be obtained during the solicitation for qualifications and proposals. Hiring a CM/GC helps ensure that the project design and construction sequencing will employ all market innovations in means and methods. A CM/GC would be selected using the City's alternative procurement process that evaluates qualifications and proposals to ensure the best combination of technical expertise at a cost-effective price. See Paragraph I, Competitive Bidding, for more discussion of the process.

CM/GC contracting has the added benefit of allowing the selected contractor to solicit competitive bids for various aspects of work (equipment, labor, etc.) as the work is ready to go out to bid and coordinate construction activities among all resources to minimize construction risks and delays. The CM/GC will be able to prepare material and equipment submittals early and issue purchase orders to suppliers and vendors during design for timely delivery. This would also provide increased opportunity to identify and reach out to qualified minority, women, and emerging small businesses that may otherwise not have an opportunity to participate in the project. The selected CM/GC will work with Procurement Services to develop and implement an M/W/ESB subcontractor and supplier plan, which can include innovative means to provide subcontracting opportunities. Overall, the CM/GC process provides the best assurance that the most-qualified and most cost-effective subcontractors, suppliers, and vendors would be available to meet the demanding schedule at minimum cost.

Current market conditions are very attractive because of the current economic conditions. Early procurement allows the City to take advantage of this environment.

***Finding:** CM/GC procurement method uses a competitive selection process with qualifications being one of the criteria. This selection does not significantly change the pool of contractors qualified to bid on the project. CM/GC procurement can start earlier taking advantage of the current economic market. In contrast, the DBB process does not permit the contractor to get an early start on the project.*

G. TECHNICAL COMPLEXITY

This is a technically complex project because of the physical limitations that exist within the project site. The CM/GC process allows the City to acquire a highly qualified contractor, as opposed to a minimally qualified contractor that the DBB process might produce. As a result, it is more likely that the CM/GC can resolve the technical complexities of the project more efficiently, in part because of its qualifications and in part because it will have additional time to think about how such problems can be handled during the design and construction process.

The Interstate Maintenance Facility will be a physically constrained construction site. Much of this is due to the fact that the day to day operations of the PWB will continue to function over the life of the project. The CM/GC method will allow the contractor to proactively be involved in design to develop construction approaches and methods to minimize impacts in and around Interstate. Such involvement in the design stage would not be possible using the traditional DBB contracting method.

The planned approach for this project is to build the new structure(s), move employees into this new building, and then demolish the Maintenance Building. The newer building fronting Interstate Avenue is referred to as the Operations Building. This structure will remain for the most part as is. In addition to maintaining operations during construction, the project requires establishment of a construction phasing plan, construction mitigation plan, construction management plan, erosion and stormwater control plan, traffic control plan, health and safety plan; and a shoring plan. Some of these plans will require close coordination with the public, City Bureaus and permitting agencies. This can be a time consuming process. The CM/GC process allows the contractor additional time for this planning and permitting process, thus making it more likely that the project can be completed without delays.

The CM/GC would be responsible for hiring and coordinating the various subcontractors to complete the work. The CM/GC would coordinate the phasing, safety, and installation methods. This technical complexity requires that the construction contractor understand and be able to manage all aspects of work. A qualified and informed contractor is imperative to managing these elements. The CM/GC contracting process permits selection of the most qualified contractor to function as a partner in the design and construction process, rather than requiring the City to accept the contractor that submits the lowest bid.

The conventional DBB process, based strictly on the initial price, does not guarantee hiring the contractor best able to handle the technical complexity of this process. Hiring a DBB contractor based strictly on submittal of the lowest bid may well cause the City additional short- and long-term costs and risks.

***Finding:** CM/GC procurement method allows hiring a contractor with technical expertise to participate in the design and construction to identify and resolve technical issues effectively. The same reasons that support the finding regarding specialized expertise are applicable here and are incorporated by reference.*

H. FUNDING SOURCES, BUDGET AND FINANCIAL REQUIREMENTS

Funding for a portion of this project has been requested in the proposed FY 2010-11 Budget and additional funding will be requested in the FY 2011-12, FY 2012-13, FY 2013-14 and FY 2014-15 using City of Portland Water Funds. There are no other funding sources for this project. The overall project budget is \$50 million and includes costs for pre-construction services, construction, and contingency. The contingency is a percentage of project costs above the stated amount that the project may exceed. As the project design progresses from early to later design stages, the confidence rating goes up (improves) and the contingency percentage may go down. This means that, as the design progresses, the estimation of how much the project will cost may vary from the budgeted amount, and in theory, may be reduced.

***Finding:** Project is funded using City of Portland Water Funds. Project is funded in the current fiscal budget and is expected to be included in the Fiscal year budgets through 2015. While funding does not change based on use of the CM/GC process, the project budget is likely to be more stable as a result of that process and it is less likely that there will be project overruns. The DBB process does not provide that same assurance.*

I. COMPETITIVE BIDDING

Based on all the findings above, the following Finding can be reached:

ORS 279C.335 (2) requires that an agency make certain findings as a part of exempting public contracts or classes of public contracts from competitive bidding. ORS 279C.335 (2) (a) requires an agency to find that: *It is unlikely that such an exemption will encourage favoritism in the awarding of public improvement contracts or substantially diminish competition for public improvement contracts.* This conclusion is supported by the following:

The PWB will issue a Request for Proposals (RFP) for a CM/GC for this project in accordance with procedures that will attract competition for this contract from highly qualified contractors in the construction community. The RFP will be advertised in the *Daily Journal of Commerce*, and will be posted on the City of Portland's ebid website. Potential contractors will submit proposals. A Selection Committee consisting of personnel from the PWB, and others from the community, including an Alliance of Minority Chamber provided evaluator(s), will evaluate the proposals and will select a contractor based on evaluation of the proposals and subsequent interviews, if necessary. The selection process will be completed under the supervision of Procurement Services. The evaluation process will be based on predefined criteria such as demonstrable technical qualifications, the proposed fixed fee for the CM/GC during construction, diversity in employment and sustainability, project team, project understanding, and safety. Subcontracted portions of the work will be contracted by the Contractor through a competitive bidding process. The CM/GC contracting process will not limit competition or encourage favoritism in the selection process when compared to the standard Design Bid Build (DBB) process.

The selected contractor's level of experience and knowledge must be high. This is a unique, complicated, and important project for the PWB. Selection of a contractor based on technical qualifications is critical to obtaining a contractor that can effectively coordinate all the pieces of the project. Significant risks are associated with this project. A competent contractor on this project will minimize risks, reduce change orders, and maintain the critical path of the project. The experience of this contractor will enable the schedule to stay on track and assure that the project will operate correctly to meet the requirements of the approved schedule. The CM/GC process is critical in allowing the contractor to be intensely involved in the design, value engineering, schedule, risk-reduction, and overall successful completion of this project. The CM/GC method maintains competition among qualified proposers.

Finding: *CM/GC selection process and hiring of subcontractors use competitive procurement. Selection of a CM/GC does not limit competition or encourage favoritism in the selection process.*

J. COST SAVINGS

Based on all the findings above, the following Finding can be reached:

ORS 279C.335 (2) requires that a public agency make certain findings as part of exempting public contracts or classes of public contracts from competitive bidding. ORS 279C.335(2)(b) requires an agency to find that: *The awarding of public improvement contracts under the exemption will result in substantial cost savings to the public contracting agency.* This finding is supported by the following:

Cost Savings

CM/GC provides opportunities for cost savings in a variety of ways. The inherent flexibility and openness of the process allows the owner to more easily change the design and scope of work as necessary to meet the project budget. The greatest impact on construction cost occurs during the planning and design stages of a project. As a result of early involvement in the project, the CM/GC firm works closely with the designer to develop the design. Early involvement allows for enhanced determination of project costs and for increased opportunity to change or reduce these costs to meet the owner's needs before they are incurred. It is much easier to impact the completed project, and impacts can be much greater, while the design is being conceived and is in its infancy. Any increase in cost due to subcontractor bids higher than estimated, or added cost of scope items included in the contract documents but left out of the CM/GC firm's estimate, must be absorbed by the CM/GC firm within the GMP. The CM/GC firm has no incentive to identify change orders that require additional funds and an overhead premium for the original scope of work. All costs must be held within the GMP. Additionally, if the owner requests a major scope change, the CM/GC firm receives only reimbursement for the direct cost of the change plus its stated fee percentage applied to the cost of the change. This percentage is typically less than the amount of mark up that a general contractor will charge on a scope change on a design-bid-build project.

The CM/GC firm prepares a comprehensive estimate of the cost to construct the planned project. This cost estimate is used as the basis for a contractually agreed upon GMP. Included in the GMP are the expected cost to construct the project, the CM/GC firm's fee, and a contingency amount that the CM/GC firm believes should be available to cover changes to the proposed scope.

CM/GC benefits for this project include opportunity for significant cost and time saving through innovation. These innovations include improved project staging, incremental completion of design and commencement of construction, integrated planning between designers and contractors from the beginning of the project, and reduced formal design effort because the working plans and detailed specifications do not have to be of a biddable level of detail.

The CM/GC method of contracting rewards innovation, allows for concurrent acquisition, design, and construction functions, and takes advantage of the ability to acquire materials and order fabrication incrementally. It also provides incentives to the contractor to engineer and stage the project to optimize efficiencies in construction. These methods contribute to reduce project duration, encourage long-term cost savings, and support meeting project performance objectives.

The City of Portland's experience in the CM/GC construction method has shown the significant advantages to the qualifications-based selection for complex projects, the early collaboration between the design team and the contractor, and the ability to reduce costs through contractor input into the construction methods.

For the Interstate Maintenance Facility project, the advantages and potential cost savings would result from working closely with the selected contractor to plan the construction staging in a manner that cost effectively supports and coordinates detailed construction sequencing to maintain the City's drinking water delivery system throughout the construction period.

The Interstate Maintenance Facility Renovation Project could benefit from a CM/GC with:

- Real-time cost estimating
- Controlling cash-flow schedule
 - Earlier construction start to reduce inflation impacts on the project budget
 - Allows early purchase of long-lead items
- Reduced overall project duration leads to reductions in overhead costs

Finding: *CM/GC procurement method has a higher likelihood of resulting in substantial cost savings to the public contracting agency compared to the DBB process.*

IV. CONCLUSION

City of Portland meets the requirements for allowing an exemption to the competitive bidding process as identified in ORS 279C.335 (2). Use of CM/GC alternative procurement process for the Interstate Renovation Project allows:

- Evaluation of total project costs based on project design
- Guarantee of the maximum price at final design, absent changes in the scope of work.
- Access to technical expertise in planning for sequencing construction phases during design
- Taking advantage of the contractor's knowledge and experience in assessing constructability and developing cost effective designs,
- Experienced management of multi-disciplined technical subcontractors
- Team-building and partnering with PWB project management staff and the design team
- Early procurement of long lead time materials and equipment
- Coordinated responsibility for worker safety
- CM/GC assumption of some risk (i.e., cost, schedule, safety, maintaining service, and constructability.
- Reduction of risk of construction delays and unanticipated costs for PWB
- Accelerated schedule with early solicitation of subcontract bid packages and early construction concurrent with final design
- Selection of a highly Qualified Contractor as opposed to a minimally qualified contractor
- The ability to enhance M/W/ESB subcontracting opportunities by requiring a subcontractor and supplier plan that addresses means to increase participation