

REQUEST FOR QUALIFICATIONS

CONSTRUCTION MANAGER / GENERAL CONTRACTOR (CM/GC) SERVICES

CAPITOL BOULEVARD STREETSCAPE IMPROVEMENTS Boise River to Myrtle Street

PROPOSALS DUE: October 5, 2023 by 3 P.M. local time

September 11, 2023

Dear Respondent:

In accordance with the qualification-based selection process set forth in Idaho Code § 67-2320, Capital City Development Corporation (CCDC) will accept submissions about qualifications to perform Construction Manager / General Contractor (CM/GC) services for its Capitol Boulevard Streetscape Improvements, Boise River to Myrtle Street Project. Respondents must be licensed in Idaho with both construction manager and public works contractor licenses.

CCDC seeks to hire a CM/GC to deliver a complex, multi-layer public works improvements project in the River-Myrtle / Old Boise. This project will incorporate construction of standard and custom streetscape improvements in public rights-of-way including unique features such as: street furnishings; historic streetlights; suspended pavement systems; green storm water infrastructure; brick paving systems; patterned concrete; bike facilities; conduit banks; and subgrade vault modifications.

Statements of Qualifications (SOQ) must be submitted electronically prior to 3 p.m. local time on October 5, 2023 at this email address: bids@ccdcboise.com. Submittals will be evaluated based on qualifications as specified in this Request for Qualifications (RFQ). A selection committee will evaluate each of the submittals and may choose to conduct interviews with one or more of the candidate CM/GC entities.

CCDC reserves the right to reject any and all submittals, to waive any irregularities in the submittals received, and to accept the submittal that is in the best interest of CCDC and the public. The issuance of this RFQ and the receipt and evaluation of submittals does not obligate CCDC to award a contract. CCDC will pay no costs incurred by Respondents in responding to this RFQ. CCDC, in its discretion, may cancel this process at any time prior to execution of a contract without liability.

CCDC appreciates your interest in meeting the needs of the agency and the citizens of Boise.

Kathy Wanner **Contracts Manager**

121 N 9TH ST, SUITE 501 BOISE, ID 83702

208-384-4264 WWW.CCDCBOISE.COM

INSTRUCTIONS TO RESPONDENTS

1.1 Submittal Information

Please follow these instructions for submitting an SOQ.

SUBMITTAL DEADLINE is 3:00 p.m. local time, October 5, 2023

SOQ must be submitted electronically by email to: bids@ccdcboise.com

Please include this subject line on the email:

"RFQ SUBMITTAL: CM/GC SERVICES – Capitol Boulevard Streetscape Improvements, Boise River to Myrtle Street Project"

All required submittal documents must be <u>signed and dated</u> and must be submitted by email either in one PDF or a separate PDF of each required document. Late or incomplete submittals will not be accepted; CCDC takes no responsibility for submittals received after the Submittal Deadline or incomplete in any way. Respondent assumes full responsibility for the timely submittal of all documents via the email process.

PROJECT INFORMATION

2.1 Background

CCDC has an on-going program of constructing streetscapes in downtown Boise to create a network of pedestrian-friendly streets and a distinct identity for the downtown area. This year CCDC is concentrating its enhancement efforts in the area of Capitol Boulevard. Downtown growth is changing how public spaces are used, creating a need for design enhancements and improvements to address those opportunities.

The Land Group is the lead design consultant for the project. The design consultant's role includes meetings with public agencies and private stakeholders to coordinate design and to gain approvals in addition to working closely with the CM/GC during design and construction phases.

2.2 Project Budget

A preliminary Engineer's opinion of probable construction cost estimates the total project construction cost is \$2.8 million. Budget control is critical to the success of this project. The CM/GC shall provide current market pricing as a basis of its cost estimates during design. Furthermore, the CM/GC will be expected to make necessary recommendations so that the final construction cost for the work does not exceed CCDC's available budgets.

2.3 Contemplated Improvements

The following list summarizes the improvements to be delivered by the CM/GC through multiple bid packages.

Pedestrian Facility Upgrades

- Replacement of existing non-compliant facilities with ADA-compliant facilities.
- Construction of sidewalk bulbouts (i.e. curb extensions) at key locations.
- Enhanced crosswalk at Fulton Street.

• Streetscape Improvements

- Select reconstruction of streetscapes compliant with the City of Boise's Streetscape Standards, including suspended pavement systems.
- Replacement of irrigation system and street trees.
- Installation of historic light pole assemblies.

See Exhibit C for additional details on the proposed improvements.

2.4 Project Schedule

The Land Group is producing conceptual designs and coordinating with adjacent property owners and regulatory agencies. Conceptual design plans for agency review will be submitted late November 2023 and anticipates completing the project design in early 2024. The successful CM/GC will review and provide a construction estimate on the design plans prior to Design Review submission. Preconstruction is expected to start in October 2023 and continue until the last Guaranteed Maximum Price (GMP) is approved. Construction is expected to start summer 2024. Construction must be completed prior to August 31, 2025. There will be no exceptions to this deadline and no extensions will be granted.

2.5 CM/GC Scope of Services

All CM/GC contracted services must be performed by staff properly licensed in the State of Idaho. The following services are anticipated in the CM/GC Services agreement with CCDC. The descriptions are illustrative in nature and not exhaustive. The actual scope of services will be negotiated after this RFQ selection process has concluded.

Preconstruction Phase for Design, Bidding, and Long Lead Time Procurement Services:

- Work with CCDC staff and the design team to review the project and visit the work areas to become familiar with the project;
- Work cooperatively with other agencies including the City of Boise, ITD and ACHD, as well as owners of adjacent properties;
- Review draft design drawings and specifications to identify clarity and constructability issues;
- Provide cost estimates as needed;
- Work with CCDC staff and the design team to value engineer the design and reconcile budget overruns as needed;
- Research and coordinate with specialty contractors and vendors on specialized items such as suspended pavement systems;
- Work with staff to refine a project schedule and define the logistics plans;

- Procure long-lead time material items such as specialty site furnishings, historic streetlights, suspended pavement systems, and other specialty items as required.
- Develop pedestrian and bicycle temporary traffic control plans;
- Develop and obtain trade contract scopes and other contract documents;
- Coordinate with relevant utility companies and their contractors regarding utility adjustments, upgrades and/or relocations;
- Obtain competitive bids for all the work, materials, and equipment; conduct pre-bid meetings and site tours;
- Work with CCDC staff and the design team to address questions during bidding, issue addendums, and publicly open bids;
- Work with CCDC staff to derive and negotiate project Guaranteed Maximum Price.

Prior to release of the first package for the subcontractor bidding, the CM/GC shall submit a bid package estimate that itemizes all bid packages to be bid and awarded and which includes the CM/GC's estimate of the cost of each bid package. As permitted by CCDC, the bid package estimate will include line items for any work the CM/GC proposes to self-perform. The CM/GC's overhead, profit, and contingencies shall be identified in separate line items. The total of the bid package estimate shall equal the construction cost on the CM/GC's most recent estimate.

Construction Phase Services:

- Obtain project bonding, issue subcontracts and trade contracts, and obtain permits for all the work:
- Serve as the General Contractor and as a licensed Construction Manager, including:
 - Manage the construction process including coordination, planning, trade contractor management, submittals management, and requests for information;
 - Coordinate with the CCDC's project manager and design team;
 - Plan and provide general condition services such as superintendence, mobilization, storage areas, staging, et cetera.
 - Manage accounting of multiple project scopes as requested by CCDC. Accurate accounting of CCDC costs will be critical on this project.
 - Review and negotiate change orders, coordinate safety programs, resolve issues and claims:
 - Conduct and coordinate inspections, review and pay trade invoices, update construction schedules;
 - Conduct coordination meetings; and
 - Maintain records, record documents and manuals, develop and monitor punch list, coordinate and assist with warranty corrections.
- Obtain permission from and coordinate access with public and private property owners affected by the construction activity.

2.6 Special Instructions

Throughout the project, the CM/GC shall provide CCDC with professional construction management and contractor services and represent CCDC interests in completing the project on time, within set budgets, and as planned with minimum difficulties. The Standard Agreement and General Conditions between Owner and Construction Manager (Where the CM is At-Risk) will form the basis of agreement for CM/GC services to be entered into for the project; provided however, CCDC reserves the right to change, modify, or amend the final contract to be entered into by the parties.

GENERAL CONDITIONS

3.1 Intent of RFQ

It is the intent of CCDC to run a Qualification Based Selection process to select a company capable of providing the CM/GC services outlined within this RFQ. The CM/GC ranked highest will be approached to negotiate the contract necessary for this project. If a contract cannot be negotiated, CCDC will then approach the next highest ranked Respondent to negotiate the contract. CM/GC is not guaranteed work or compensation until a contract is executed with CCDC.

3.2 Reserved Rights

CCDC reserves the right to act in the public best interest and in furtherance of the purposes of the Idaho Code Title 50, Chapter 20 (Idaho Urban Renewal Law) and Idaho Code Title 67, Chapter 28 (Purchasing by Political Subdivisions). CCDC reserves the right to waive any formalities or defects as to form, procedure, or content with respect to its Request for Qualifications and any irregularities in the submittals received, to request additional data and information from any and all Respondents, to reject any submittals based on real or apparent conflict of interest, to reject any submittals containing inaccurate or misleading information, and to accept the submittal or submittals that are in the best interest of CCDC and the public. The issuance of this RFQ and the receipt and evaluation of submittals does not obligate CCDC to select a company nor award a contract. CCDC may in its discretion cancel, postpone, or amend this RFQ at any time without liability.

3.3 Public Records

CCDC is a public agency. All documents in its possession are public records subject to inspection and copying under the Idaho Public Records Act, Chapter 1, Title 74, Idaho Code. The Public Records Act contains certain exemptions – one of which that is potentially applicable to part of your response is an exemption for trade secrets. Trade secrets include a formula, pattern, compilation, program, computer program, device, method, technique or process that derives economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by other persons and is subject to the efforts that are reasonable under the circumstances to maintain its secrecy. Prices quoted in a proposal are not trade secrets.

If any Respondent claims any part of a submittal is exempt from disclosure under the Idaho Public Records Act, the Respondent must: 1.) Indicate by marking the pertinent document "CONFIDENTIAL"; and 2.) Include the specific basis for the position that it be treated as exempt from disclosure. Marking the entire submittal as "Confidential" is <u>not</u> in accordance with Idaho Public Records Act and will not be honored.

CCDC, to the extent allowed by law and in accordance with these Instructions, will honor a nondisclosure designation. By claiming materials to be exempt from disclosure under the Idaho Public Records Act, Respondent expressly agrees to defend, indemnify, and hold CCDC harmless from any claim or suit arising from CCDC's refusal to disclose such materials pursuant to the Respondent's designation. Any questions regarding the applicability of the Public Records Act should be addressed to your own legal counsel prior to submission.

3.4 Insurance

Prior to executing any contract for CM/GC services with CCDC or commencing any work under the contract, the CM/GC will be required to provide evidence of the coverages listed below and pay all costs associated with the insurance coverage. Insurance policies or certificates of insurance will name CCDC as the named insured, and the CM/GC will maintain these minimum insurance coverages during the entire term of the contract:

- a. Professional Liability Insurance coverage with minimum coverage of One Million Dollars (\$1,000,000) per occurrence and a minimum aggregate limit of One Million Dollars (\$1,000,000). NOTE: CGL policies do not provide coverage for the type of professional services the CM will be performing during the preconstruction phase of the project, therefore Professional Liability Insurance coverage must be obtained.
- b. Commercial General Liability Insurance coverage with minimum coverage of Two Million Dollars (\$2,000,000) on an occurrence basis (not a claims-made basis).
- c. Comprehensive Automobile Liability coverage with minimum coverage of One Million Dollars (\$1,000,000) per occurrence for owned, non-owned, and hired vehicles.
- e. Excess Liability (Umbrella) with minimum coverage of Five Million Dollars (\$5,000,000) per occurrence.
- f. Worker's Compensation Insurance in an amount as required by statute and Employer's Liability Insurance in an amount not less than One Million Dollars (\$1,000,000) for each occurrence, for all of the company's employees to be engaged in work on the project under contract and, in the case any such work is subcontracted, the CM/GC company will require Subcontractors and trade contractors similarly to provide Worker's Compensation and Employer's Liability Insurance for all the Subcontractors and trade contractors to be engaged in such work.
- g. Builder's Risk. Unless Owner carries or waives such coverage, property insurance written on a builder's risk "all-risks" completed value or equivalent policy form and sufficient to cover the total value of the Work and all existing structures owned by Owner within the project on a replacement cost basis.

3.5 Bonding

As the General Contractor, the CM/GC must have the capability to bond for 100% of the contract price of the project estimated at the time the contract is negotiated and until such time that the entire project bids, the overall GMPs for the work are established, and the bond is delivered to CCDC. The Respondent shall indicate within their submittal that they certify that they have the bonding capacity to meet the requirements of this RFQ.

The performance and payment bonds shall be AIA Document A312 (2010 or the most recent edition) or a standard surety form certified approved to be the same as the AIA A312 form and

shall be executed by a surety or sureties reasonably acceptable to CCDC and authorized to do business in the State of Idaho.

3.6 Taxes

CCDC is exempt from federal and state taxes. Items purchased by CCDC and put into use by a contractor are subject to Idaho Use Tax. All other taxes are the responsibility of the Contractor and are to be included in the Contractor's pricing.

3.7 Legal Residency Requirement

By submitting a SOQ, the Respondent attests, under penalty of perjury, that they are a United States citizen or legal permanent resident or that they are otherwise lawfully present in the United States pursuant to federal law. Prior to being issued a contract, the company will be required to submit proof of lawful presence in the United States in accordance with Idaho Code § 67-7903.

3.8 Dual-Capacity License Requirements

SOQ will be accepted from Idaho licensed construction managers and the company of which they are a principal or full-time employee who, prior to the Submittal Deadline, also have a valid public works contractor license as a general contractor pursuant to Idaho Code § 54-1902. Idaho Code § 54-1902 requires that public works contractors and subcontractors have the appropriate Public Works License for the particular type of construction work involved, and the general contractor must perform at least 20% of the work under contract.

RFQ continues on next page

SUBMISSION, EVALUATION, AND SELECTION

4.1 Pre-Submittal Meeting - None

4.2 Required Submission Materials and Format

SOQ shall be prepared simply and economically, providing a straightforward, concise description of the Respondent's capabilities to satisfy the requirements of the RFQ and the scope of services outlined in Section 2.5.

Respondents must submit a PDF of the following completed forms <u>via email</u> by the due date and time:

- RFQ Submittal Cover Sheet (attached to this RFQ as Exhibit A)
- RFQ Waiver and Release (attached to this RFQ as Exhibit B)
- Signed Cover Letter
- ONE (1) signed SOQ

Failure to submit all requested information may render any submittal unresponsive and void.

4.3 Addenda

In the event it becomes necessary to revise any part of this RFQ, addenda will be issued. Information given to one Respondent will be available to all other Respondents if such information is necessary for purposes of submitting a SOQ or if failure to give such information would be prejudicial to uninformed Respondents. It is the Respondent's responsibility to check for addenda prior to submitting a SOQ. Failure to do so may result in the submittal being declared non-responsive. No addenda will be issued fewer than four (4) business days before the Submittal Deadline unless the deadline is extended. Respondent shall indicate within their cover letter the addenda number(s) which they have incorporated into their submittal.

4.4 Scoring

Submittals must include the following information in the sequence set forth below. This format is meant to allow uniform review and easy access to information by the evaluation committee. For each of the specific articles listed below, Respondents should include a complete description of qualifications to serve as a CM/GC. Respondents are invited to include information about innovative methods and/or procedures that they can provide to assist in ensuring successful completion of this project; unique qualities and/or capabilities and cost efficiencies should be identified. Respondents acknowledge they will be ranked according to each article below, with points applied per article (100 points total):

RFQ Submittal Cover Sheet (Exhibit A) <u>0 Points</u>

RFQ Waiver and Release (Exhibit B) 0 Points

Signed Cover Letter (Limit 1 page) 5 Points

Provide a signed cover letter with introductory information, such as point of contact, address, phone number and email address. This letter should reference the RFQ by name, provide a concise summary of the Respondent's organization by firm and responsibility, identify the key individual who will be the Project Manager for this project and his/her relevant experience, and briefly introduce CCDC to the capabilities of the firm. Acknowledge any addenda issued for the RFQ.

Detailed SOQ (Limit 20 pages) – organized with the following information:

a. Company Profile: 15 Points

Describe the company's history, size, resources, philosophy of service, typical volume of work, and construction management techniques and methods. Describe how your particular expertise, experience, techniques, and culture can be an advantage to CCDC in completing this specific project. Identify current firm commitments and confirm that Proposer can meet CCDC's insurance and bonding requirements as stated in Sections 3.4 and 3.5. Explicitly identify all work the Proposer intends to self-perform.

b. Proposed CM/GC Project Team Staff: 20 Points

A dynamic, well organized, and experienced team is needed for this project. Key personnel proposed shall be expected to reside in the Boise region for the duration of the project.

Identify the personnel to whom CM/GC responsibilities will be assigned by names, titles, roles, qualifications, years of experience and relevant project experience. Describe why the specific personnel were selected for inclusion on the team. Some individuals may fill multiple positions on the project, but the Respondent should demonstrate how multiple assignments are within the capacity of the management team.

Provide an organizational chart for the project. For key staff, the organizational chart shall identify position titles, the names of the people proposed to fulfill these roles and the proposed percentage of time that each of the key personnel will be dedicated to the project (Note: this percentage is not the individual's availability. Rather, what percent of their time will be devoted to this specific project). The organizational chart shall also indicate reporting and chain of command structure for the team and interfaces with CCDC and the design team.

Resumes and Idaho Public Works Construction Manager License information shall be included in an appendix for all key personnel listed on the organizational chart. Resumes and license information are not counted within page limits noted above.

c. Respondent Experience and Past Performance: 20 Points

Describe up to five (5) projects similar in scope, complexity and budget to this project that the company has completed within the last 10 years or are currently in progress. Projects including traffic signal work, concrete pavement reconstruction, asphalt pavement reconstruction, sidewalk and bulb out construction, green storm water infrastructure, suspended pavement systems, utility infrastructure upgrades and downtown streetscape improvements are of particular interest. Projects that highlight experience working within or across multiple agency jurisdictions and work within highly urban areas should be highlighted.

Please focus on company experience. Do not include individual experience for projects performed while individuals were employed by other companies.

Provide the following key information for each noted project:

- Brief description of the project, highlighting scope, budget, complexity, context, key interfaces, and project delivery method similarities.
- Client reference and current contact information including name, title, phone number, and role on the project.
- Location of the project and completion date.
- Clearly list the Respondent's responsibilities on the project, and where applicable, identify proposed team staff that participated in the project and their specific role.
- Amount of Proposer's initial contract award and final contract closeout or projected price. Proposer's portion of contract, scope of Proposer's portion, and value of Proposer's portion, and identification of whether Proposer was a prime or subcontractor on the project.
- Number of claims greater than \$100,000, and the value of each that required mediation, arbitration or litigation to settle and their current disposition.

d. Project Approach, Work Plan, & Schedule: 25 Points

i. Project Approach

Provide a brief narrative describing the Respondent's approach to this specific project. Identify project management control systems that will be used on this project to achieve efficiency, schedule adherence, and budget certainty.

ii. Work Plan, including Schedule

Maintaining an aggressive schedule will be critical on this project. Provide a preliminary baseline schedule illustrating the Respondent's proposed phasing, sequencing of work, durations, and options to be considered by CCDC. The baseline schedule should assume the current schedule outlined in Section 2.4 as a starting point for planning.

iii. Conduct of Construction

Describe actions and procedures used to minimize adverse impacts to the public and adjacent businesses and property owners. Explain how good relations will be established and maintained and how open and productive communications will be fostered with all interested parties. Specific examples of successful implementation of these actions and procedures from past projects are encouraged.

e. Project Management : 15 Points

i. Preconstruction Services

Outline a specific approach to guide the review of preliminary drawings and specifications and the review of subsequent revisions to final construction

documents. Detail how the review will ensure constructability and how the Proposer will successfully propose changes to the drawings if deemed necessary.

ii. Budget Control/Value Engineering

Submit detailed information of how your company provides and periodically updates cost estimates and participates in Value Engineering (VE). Describe how opportunities will be identified that will make the project a better value. Include the means and methods that will be used and, specifically, how key personnel will interact with stakeholders and the design team to introduce VE proposals and work through updates to cost estimates. Describe past projects where VE has been an integral part of the relationship with the owner, including VE processes that were not successful and VE means and methods successfully used on past projects.

Describe how your company tracks and reports construction costs, including lineitem costs for each bid package, fees, permits, reimbursable costs, CM fees, and all other project costs. Finally, describe how your company would administratively manage, track, and invoice for the various separate cost categories that comprise the Guaranteed Maximum Price, especially given multiple funding sources.

iii. Scheduling

Describe the primary scheduling techniques the company uses and the software you will employ to produce an effective construction schedule. Provide examples of successful construction management and scheduling services provided on projects of similar complexity. Discuss in detail how you intend to enforce contract schedule compliance.

Describe your approach to integrating work efforts with the adjacent property owners and anticipated private development projects adjacent to or near the project sites. Describe work strategies you will employ and examples of past successes working with adjacent property owners.

Describe methods used to coordinate with utility providers for utility relocations/adjustments to existing utilities to ensure timely execution of utility work ahead of or in concert with other project work.

Outline your company's understanding of the local construction market as it relates to this project and how your company will ensure the proposed staff will be available at the proper times to complete this project on schedule. Include explanations of your existing and upcoming projects within the area, subcontractor availability, and approaches to reach-out/solicit to subcontractors.

4.5 Evaluation of Proposer

Proposals will be evaluated based on the Proposer's response and qualifications by a selection committee that may include CCDC employees and/or consultants. Before a CM/GC is selected, CCDC may conduct reference investigations and may conduct interviews to evaluate the

Proposer's ability to perform the size and type of work anticipated and to determine the quality of the service being offered. By submitting a SOQ, the Respondent authorizes CCDC to conduct reference investigations as needed and to conduct interviews where the Respondents will be evaluated based on the information described in this RFQ.

4.6 Qualification-Based Selection

Selection will be based on the procurement rules set forth in Idaho Code § 67-2320. Final selection is made by the CCDC Board of Commissioners. CCDC has the right to waive or alter submission requirements or to reject any or all submittals, consistent with Idaho law. It is the Respondent's responsibility to conform to all applicable federal, state, and local statutes or other applicable legal requirements. The information provided herein is intended to assist Respondents in meeting applicable requirements but is not exhaustive, and CCDC will not be responsible for any failure by any Respondent to meet applicable requirements.

4.7 Modification or Withdrawal of Submittal

A proposal may be modified or withdrawn by the Respondent prior to the submission deadline set forth in this RFQ. After the submission deadline, the submittal shall remain in effect for a minimum of 90 days for evaluation and contracting purposes.

4.8 QUESTIONS

Direct questions to: Kathy Wanner, Contracts Manager

(208) 391-7304 or kwanner@ccdcboise.com

EXHIBITS TO THIS RFQ:

A: RFQ Submittal Cover Sheet

B: RFQ Waiver and Release

C: Map of Proposed Improvements

EXHIBIT A

RFQ: CM/GC SERVICES – CAPITOL BOULEVARD STREETSCAPE IMPROVEMENTS SUBMITTAL COVER SHEET

(REQUIRED FOR SUBMISSION)

TO: Capital City Development Corporation Attn: Kathy Wanner, | Contracts Manager 121 N. 9th Street, Suite 501 Boise, Idaho 83702

FROM:	
Company Name:	
Mailing Address:	
,	
	Fax:
E-mail Address:	
. ,	e to CCDC for CM/GC services contemplated by this RFQ:
SIGNATURE: A	
Print Name and Title:	
License Information: Idaho	Public Works Contractor License #
Idaho Public Works Co	onstruction Management License #
held by	(name of licensed CM who will be responsible).

EXHIBIT B

REQUIRED WAIVER & RELEASE

(REQUIRED FOR SUBMISSION)

The undersigned has read this waiver and release and fully accepts the Capital City Development Corporation's (CCDC) discretion and non-liability as stipulated herein, and expressly for, but not limited to, CCDC's decision to proceed with a qualification based selection process in response to the Request for Qualifications (RFQ) to select a company to supply CM/GC services to CCDC for the project.

- A. Discretion of CCDC: The Proposer submitting a response to this CM/GC RFQ agrees that CCDC has the right to, unless contrary to applicable state law:
 - a. Modify or suspend any and all aspects of the process seeking proposals and making any decisions concerning the CM/GC services RFQ;
 - Obtain further information from any person, entity, or group regarding the Proposer, and to ascertain the depth of Proposer's capability and experience for supplying CM/GC services and in any and all other respects to meet with and consult with any Proposer or any other person, entity, or group;
 - c. Waive any formalities or defects as to form, procedure, or content with respect to CCDC's RFQ to select a CM/GC firm and any response by any Proposer thereto;
 - d. Accept or reject any sealed proposal received in response to the RFQ, including any sealed proposal submitted by the undersigned; or select any one proposal over another in accordance with the selection criteria; and
 - e. Accept or reject all or any part of any materials or statements, including, but not limited to, the nature and type of proposal.

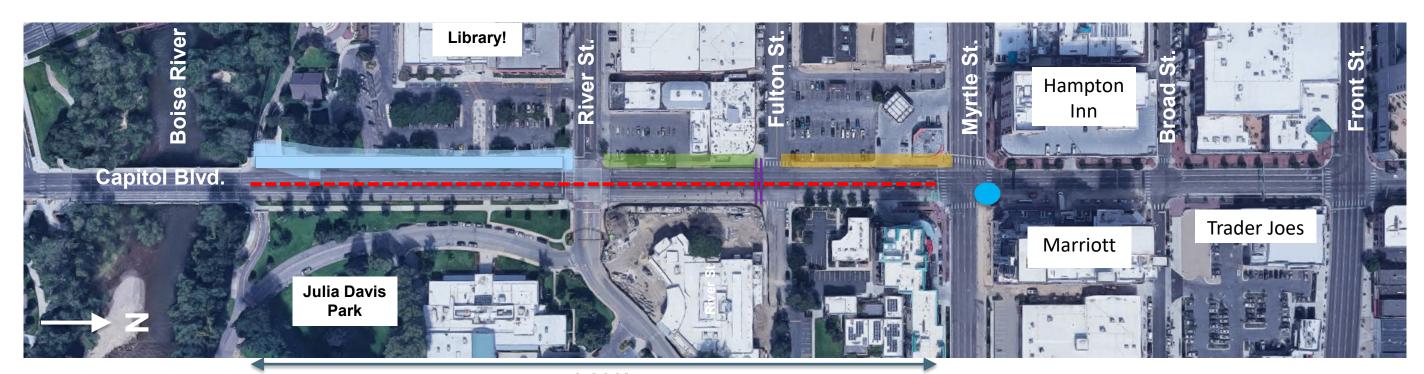
B. Non-Liability of CCDC:

- a. The undersigned agrees that CCDC shall have no liability whatsoever of any kind or character, directly or indirectly, by reason of all or any decision made at the discretion of CCDC as identified above.
- b. The undersigned, including all team members, have carefully and thoroughly reviewed the RFQ and has found it to be complete and free from ambiguities and sufficient for their intended purpose.

Proposer's Signature:	X
Print Name:	
Print Title:	
Name of Firm:	
Date:	

Exhibit C

Capitol Blvd – Proposed Improvements



~1,200'

LEGEND



