

# PUBLIC BUILDING COMMISSION OF CHICAGO



## PRE-QUALIFICATION OF CONTRACTORS Job Order Contracting for Abatement and Demolition, Site Preparation and Site Development Scope of Work

Submittal due date: **Tuesday, December 15, 2009**

Respondent Firm Name: \_\_\_\_\_

This pre-qualification process is unique to the Job Order Contracting for Site Preparation and Demolition projects described herein and notwithstanding any other pre-qualification by the Public Building Commission, only contractors determined to have satisfied the criteria established by this Pre-Qualification RFQ will be eligible to bid on projects.

## TABLE OF CONTENTS

KEY INFORMATION ABOUT THE PRE-QUALIFICATION PROCESS.....	3
EVALUATION OVERVIEW .....	4
PART I. GENERAL INFORMATION .....	7
PART II. EXPERIENCE AND QUALIFICATIONS .....	10
PART III. LEGAL ACTION.....	15
PART IV. FINANCIAL CAPACITY .....	16

## KEY INFORMATION ABOUT THIS PRE-QUALIFICATION PROCESS

1. **RESPONDENT CONTACT WITH THE PBC:** The PBC has identified the Contract Officer identified below as the *sole point of contact* regarding this Pre-Qualification. From the date of issuance until selection of the successful Contractor, Respondents communication with the PBC concerning this Pre-Qualification must be exclusively with:  
  
Janice Meeks, Senior Contract Officer  
Public Building Commission of Chicago  
50 West Washington, Room 200  
Chicago, Illinois 60602  
Fax (312) 744-3572  
[janicemeeks@cityofchicago.org](mailto:janicemeeks@cityofchicago.org)
  
2. **SUBMISSION DEADLINE AND PROCUREMENT TIMETABLE:** The following dates are set forth for informational and planning purposes; however, the PBC reserves the right to change the dates.
  - Issue RFQ .....Friday, November 27, 2009
  - **Mandatory Pre-Submittal Meeting**.....**Tuesday, December 8, 2009**  
at 10:00AM in the 2<sup>nd</sup> Floor Board Room, Richard J. Daley Center, 50 West Washington Street, Chicago, IL 60602
  - Due Date and Time for Submissions .....Tuesday, December 15, 2009 by 4:00 PM Local Time
  
3. **NUMBER OF COPIES:** Submit **1 signed original copy, 4 copies** and **1 copy on compact disk (CD)** of the Submission in a sealed envelope or container.
  
4. **SUBMIT STATEMENT OF QUALIFICATIONS TO:**  
  
Janice Meeks, Senior Contract Officer  
Public Building Commission  
50 West Washington Street, Room 200  
Chicago, Illinois 60602
  
5. **RIGHT TO CANCEL:** The PBC reserves the right to cancel this procurement process whenever the best interest of the PBC is served. The PBC shall not be liable for costs incurred by Contractors associated with this procurement process.

## EVALUATION OVERVIEW

### I. JOB ORDER CONTRACTING PROGRAM FOR ABATEMENT AND DEMOLITION, SITE PREPARATION AND SITE DEVELOPMENT SCOPE OF WORK

The Public Building Commission is requesting qualifications from Contractors (including firms proposing to have a controlling interest in Joint Ventures) for abatement and demolition, site preparation and site development scope of work utilizing the Job Order Contracting System (JOC). The value of individual projects will vary in size up to multi-million dollar projects. JOC is one form of indefinite quantity contracting (IQC) method for which Bidders bid an adjustment factor to be applied to the fixed prices in a construction task catalog. The construction task catalog (to be published with the bid documents) is a collection of tasks such as excavation, haul, disposal and concrete with units and values supplied.

Upon completion of the pre-qualification process, eligible contractors or joint ventures will be able to participate in a bid solicitation for work that may include abatement and demolition associated with new land acquisition and site clearing. The work may also, include site preparation whereby remedial soil work may be performed to mitigate environmental impact or poor geotechnical stability of soil, removal of UST's, etc. The scope may also include site development including, installation of utilities and landscaping, irrigation and minor concrete and asphalt construction.

The PBC accomplishes this work utilizing the Job Order Contracting (JOC) procurement system. JOC is an indefinite quantity contracting (IQC) method for which bidders bid an adjustment factor to be applied to the fixed prices in a Construction Task Catalog (CTC). The CTC is a collection of work tasks such as excavation, haul, disposal and concrete.

### II. EVALUATION PROCESS

The PBC representatives will review the submitted Statements of Qualifications in accordance with the evaluation criteria set forth herein. PBC representatives may request additional documentation and may request to meet with Respondent to verify qualifications and capability and capacity to successfully perform as a site preparation and demolition JOC Contractor. After evaluating all relevant information, PBC representatives will determine which Respondents are eligible for pre-qualification. The Executive Director will identify eligible firms in a report to the PBC Board of Commissioners. Once approved, Respondents will be notified.

The PBC reserves the right to reject any and all Statements of Qualifications and to waive any informality in the submittals whenever it determines such rejection or waiver is in its best interest.

The PBC reserves the right to cancel this pre-qualification process whenever the best interest of the PBC is served. The PBC shall not be liable for costs incurred by Respondents associated with this procurement process.

### III. PRE-QUALIFICATION OF JOINT VENTURES

#### A. Minority-owned and Women-owned Business (MBE/WBE) Participation

It is the PBC's policy to provide for maximum contracting opportunities for MBE/WBEs on all PBC projects and MBE/WBEs are encouraged to apply to be pre-qualified to bid as site preparation and demolition contractors on the JOC Contract.

The PBC also strongly encourages the participation of MBEs and WBEs as joint venture site preparation and demolition contractors. Therefore, the PBC permits contractors who are pre-qualified through this process to bid as joint ventures with MBE/WBE contractors. The joint venture can be established after the pre-qualification process is concluded (but before the bid is due). The MBE/WBE joint venture partner does

not need to be pre-qualified; however the firm with controlling interest in the joint venture must be pre-qualified.

Joint ventures of MBE/WBE contractors and non-MBE/WBE contractors are also invited to apply directly for pre-qualification.

#### B. Evaluating Joint Venture Qualification

Joint ventures of contractors with appropriate qualifications, financial capacity and combined construction experience and capacity are eligible to be considered for this pre-qualification. Joint ventures applying for pre-qualification must complete and submit separate Parts I., II., III., and IV. for *each* joint venture partner. A completed Part I. General Information must also be submitted for the joint venture entity; and Respondent must submit a copy of the entity's joint venture agreement which clearly identifies the resources, capabilities and capacity of each joint venture firm available to be allocated to the performance of the JOC Contract.

### IV. EVALUATION CRITERIA

The PBC shall review and evaluate the Statements of Qualifications of each Respondent in accordance with the following criteria:

#### A. Technical Competence and Specific Past Performance

Eligible Respondents must possess verifiable experience and demonstrate successful past performance of comparable work.

For the purpose of demonstrating successful past performance, Respondent's experience must include: projects on urban sites in the City of Chicago; demolition of multi-story buildings; removal of foundations and underground storage tanks; site preparation; environmental remediation of soils; and dewatering.

Eligible Respondents must have successfully completed at least 10 comparable projects in the last 5 years. Respondents must have been fully contractually responsible for all or the work required on the 10 (or more) comparable projects but, while the ability and resources necessary to self-perform the work is desirable, Respondent need not have self-performed the work on the comparable projects.

The average value of the comparable project must be greater than \$500,000 with the total value of 10 comparable projects being greater than \$5,000,000.

Eligible Respondents must have demonstrated successful experience managing and executing of multiple concurrent comparable projects.

Job Order Contracting process or other indefinite quantity contracting process is desirable but not required. Comparable projects may have been delivered through Design-Build-Build or other project delivery methods.

#### B. Qualifications and Relevant Experience of Management Staff

Eligible contractors must employ and have available appropriately qualified and experienced personnel (Project Manager, Superintendents, Scheduler, Quality Control Manager, and Safety Manager) as needed to provide required management services on this contract.

#### C. Minority and Women Owned Business Participation

Eligible contractors must have a positive history of achieving M/WBE participation commitments on previous projects.

#### D. Equal Employment Opportunity and City of Chicago Residency Participation

Eligible contractors must have a positive history of achieving commitments made to employ minority, female and Chicago resident labor on previous projects.

#### E. Safety Program

Eligible contractors must demonstrate the quality of their overall safety program as evidenced by their history of citations, OSHA incident rate and Experience Modification Rate (EMR).

## **F. Legal History**

Eligible contractors must demonstrate a performance history without an indication of recurring defaults or terminations on projects, failures to complete projects on schedule, litigation history, including judgments and outstanding lawsuits, and violation of laws relevant to the evaluation of this criterion.

## **G. Financial Capacity, Bonding Capacity and Licensing**

Eligible contractors must have demonstrated financial resources, bonding capacity and licenses necessary to successfully complete the project work.

## **V. SUBMITTAL REQUIREMENTS**

**Format:** Submit 1 signed original, 4 copies and 1 copy on compact disk (CD) in a sealed envelope or container.

### **A. General Information**

Complete, sign and notarize Part I. General Information.

### **B. Technical Competence and Past Performance**

Complete Part II. Section A – Experience and Qualification on Job Order Contracting and Indefinite Quantity Contract Projects

Complete Part II. Section B – Other Comparable Experience

Show the construction duration for each projects identified in Part II Section A and B in a bar chart format. (See Exhibit I for a sample bar chart format)

Respondents may provide a separate narrative of not more than 2 pages describing their experience, qualifications and ability to manage multiple simultaneous projects.

### **C. Qualifications and Relevant Experience of Management Staff**

Complete Part II. Experience and Qualifications, Section C. *Key Personnel* identifying available, appropriately qualified and experienced personnel (Project Manger, Superintendents, Scheduler, Quality Control Manager, Safety Manager) needed to provide required management services.

### **D. Minority and Women Owned Business Participation**

Respondent may supplement the information provided in response to Part II. above with a narrative or summary report describing its history and commitment to MBE/WBE participation.

### **E. Equal Employment Opportunity and City of Chicago Residency Participation**

Respondent may supplement the information provided in response to Part II. above with a narrative or summary report describing its history and commitment to providing employment opportunities for minorities, women and local residents.

### **F. Safety**

Complete Part II. Experience and Qualifications, Section D. *Safety* and provide copies of 1) the table of contents of the Respondent's Company Safety Program and 2) Respondent's NCCI current experience modification (EMR) rating worksheet.

### **G. Legal Actions**

Complete Part III Legal Actions and answer all questions pertaining to the history of legal actions related to the firm. Any questions that are answered with a "Yes" response must be described in detail with an explanation on a separate sheet of paper with all applicable legal documents attached.

### **H. Financial Capacity**

Complete Part IV Financial Capacity and provide the firm's most current year audited financial statement. All potential claims must be listed as liabilities. If submitted as Joint Venture all potential claims for either liable party must be listed as liabilities.

**PART I. GENERAL INFORMATION**

**Section A. History and Ownership of Respondent Firm**

Name of Firm: \_\_\_\_\_ Phone No. (\_\_\_\_) \_\_\_\_\_

Address: \_\_\_\_\_ Fax No. (\_\_\_\_) \_\_\_\_\_

City, State, ZIP: \_\_\_\_\_

Contact Person: \_\_\_\_\_ e-mail: \_\_\_\_\_

How many years has the firm or venture been in business under its present name? \_\_\_\_\_

Under what other names, if any, has the firm or venture operated? \_\_\_\_\_

Firm Name: \_\_\_\_\_

Address: \_\_\_\_\_

**DISCLOSURE OF OWNERSHIP INTERESTS**

Pursuant to Resolution No. 5371 of the Board of Commissioners of the Public Building Commission of Chicago, Respondent shall provide the following information. If the question is not applicable, answer "NA". If the answer is none, please answer "none".

Respondent is a:     Corporation     LLC     Joint Venture     Not-for-Profit Corporation  
                          Partnership     LLP     Sole Proprietorship     Other

**1. FOR PROFIT CORPORATIONS**

State of Incorporation \_\_\_\_\_

Authorized to do business in the State of Illinois: Yes  No

Names of all officers of corporation

(Or attach list):

Name (Print or Type)      Title (Print or Type)

\_\_\_\_\_  
\_\_\_\_\_

Names of all directors of corporation

(Or attach list):

Name (Print or Type)      Title (Print or Type)

\_\_\_\_\_  
\_\_\_\_\_

Is the corporation owned partially or completely by one or more other corporations?    Yes  No

If "yes" provide the above information, as applicable, for each such corporation.

Indicate here or attach a list names and addresses of all shareholders owning shares equal to or in excess of seven and one-half percent (7.5%) of the proportionate ownership of the corporation and indicate the percentage interest of each.

Name of Shareholders (Print or Type)

Percentage Interest

\_\_\_\_\_  
\_\_\_\_\_ %

\_\_\_\_\_  
\_\_\_\_\_ %



**PART I. GENERAL INFORMATION**

**2. PARTNERSHIPS and JOINT VENTURES**

If Respondent is a partnership or joint venture, indicate the name of each partner and the percentage of interest of each therein. Also indicate, if applicable, whether general partner (GP) or limited partner (LP).

Name of Partners	Percentage Interest
	_____ %
	_____ %

**3. SOLE PROPRIETORSHIPS**

Is Respondent a sole proprietorship: **Yes / No** If Yes and Respondent is acting in a representative capacity on behalf of any beneficiary complete items a. and b. below.

- a. If the sole proprietorship is held by an agent(s) or a nominee(s), name the principal(s) for whom the agent or nominee holds such interest.
- b. If the interest of a spouse or any other party is constructively controlled by another person or legal entity, provide the name and address of such person or entity possessing such control and the relationship under which such control is being or may exercised.

**Section B. Licensing**

Is your firm licensed to do business in the City of Chicago, Cook County, Illinois? **Yes**\_\_\_\_ **No**\_\_\_\_

Provide a copy of your firm's General Contractor and Demolition license indicating the Category Class for which your firm is licensed to do general construction work.

List categories in which the firm or venture is licensed to do business and indicate registration or license numbers, if applicable. Please indicate which government entity issued the license. ATTACH a copy of each license listed.

Category	Registered License (or license number)	Organization Issuing License	Expiration Date

**PART I. GENERAL INFORMATION**

**Section C. Surety Bonding**

Provide the current level of performance bonding (in dollar amount) authorized by the surety as of the date of this Qualification Submittal (or as of the date last bonded, including said date):

**Single Limit:** \_\_\_\_\_ **Maximum Limit:** \_\_\_\_\_ **A.M. Best Rating:** \_\_\_\_\_

**Total Bonding Capacity:** \_\_\_\_\_ **as of:** \_\_\_\_\_

Provide information regarding the surety that will provide the Payment and Performance Bond for project(s) to be awarded by or on behalf of the PBC.

**Name of Surety:** \_\_\_\_\_

Street Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone No: (\_\_\_\_\_) \_\_\_\_\_ Fax No: (\_\_\_\_\_) \_\_\_\_\_

**Section D. MBE/WBE Certifications**

Is your organization currently certified as a MBE or WBE with any of the following agencies or organizations?

\* If yes, please check and ATTACH copy of current Letter of Certification.

√ Check the appropriate box(es)

- City of Chicago
- Cook County
- Metropolitan Water Reclamation District
- Chicago Minority Business Development Council (MBE only)
- State of Illinois – Central Management Services
- Women’s Business Development Center (WBE only)

**Section E. Anti-Collusion**

Respondent, its agents, officers, or employees have not directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this proposal or contract. Failure to attest to this section as part of the bid will make the bid non-responsive and not eligible for award consideration.

\_\_\_\_\_  
(Signed)

\_\_\_\_\_  
(Title)

Subscribed and sworn to before me this \_\_\_\_ day of \_\_\_\_\_, 2009

\_\_\_\_\_  
(Signature)

(SEAL)

\_\_\_\_\_  
(Title)

My Commission expires:

**PART II. EXPERIENCE AND QUALIFICATIONS**

**Section A. Experience and Qualification on Job Order Contracting and Indefinite Quantity Contract Projects**

Provide the following information about specific projects which you feel best represents Respondent's past experience performing as a JOC or IQC contractor.

Project Name: \_\_\_\_\_

Project Address: \_\_\_\_\_

Owner's Name: \_\_\_\_\_

Owner's Contact (name & current phone number): \_\_\_\_\_

Project Description: \_\_\_\_\_

Project Amount: \$ \_\_\_\_\_

Schedule: Started Mo/Yr: \_\_\_\_\_ Completed: Mo/Yr: \_\_\_\_\_ (demonstrate on Exhibit 1: Bar Chart)

How is this a "comparable project"? (E.g. Urban site; Demolition of multi-story buildings; removal of foundations; removal of USTs; site preparation; environmental remediation of soils; and/or dewatering?) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What percentage of the work of the project was self-performed? \_\_\_\_\_

Describe self-performed work. (If less than 25% identify primary subcontractors): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Minority and Women Business Enterprise:** Did this project include goals for the participation of MBE/WBEs in the construction of the project? **Yes** / **No** If Yes, describe the goals/commitments and explain how and to what extent were they met:

\_\_\_\_\_  
\_\_\_\_\_

**Employment Opportunity:** Did the roject include goals for the employment of minorities, women and/or local residents in the construction of the project? **Yes** / **No** If Yes, describe the goals/commitments and explain how and to what extent were they met:

\_\_\_\_\_  
\_\_\_\_\_

**Note: Duplicate form as necessary. Number of projects referenced in this Section A. plus the following Section B. must total at least 10.**

**PART II. EXPERIENCE AND QUALIFICATIONS**

**Section B. Other Comparable Experience**

Provide the following information about specific projects which you feel best represents Respondent's past experience performing comparable work under delivery methods other than JOC or IDC.

Project Name: \_\_\_\_\_

Project Address: \_\_\_\_\_

Owner's Name: \_\_\_\_\_

Owner's Contact (name & current phone number): \_\_\_\_\_

Project Delivery Method (check one):

General Contract

Subcontract to \_\_\_\_\_ (general contractor name and contact person)

other (describe: \_\_\_\_\_)

Project Description: \_\_\_\_\_

Project Amount: \$ \_\_\_\_\_

Schedule: Started Mo/Yr: \_\_\_\_\_ Completed: Mo/Yr: \_\_\_\_\_ (demonstrate on Bar Chart)

How is this a "comparable project"? (E.g. Urban site; Demolition of multi-story buildings; removal of foundations; removal of USTs; site preparation; environmental remediation of soils; and/or dewatering?) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What percentage of the work of the project was self-performed? \_\_\_\_\_

Describe self-performed work. (If less than 25% identify primary subcontractors): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Minority and Women Business Enterprise:** Did this project include goals for the participation of MBE/WBEs in the construction of the project? **Yes** / **No** If Yes, describe the goals/commitments and explain how and to what extent were they met:

\_\_\_\_\_  
\_\_\_\_\_

**Employment Opportunity:** Did the project include goals for the employment of minorities, women and/or local residents in the construction of the project? **Yes** / **No** If Yes, describe the goals/commitments and explain how and to what extent were they met:

\_\_\_\_\_  
\_\_\_\_\_

**Note: Duplicate form as necessary. Number of projects referenced in this Section B. plus the preceding Section A. must total at least 10.**

**PART II. EXPERIENCE AND QUALIFICATIONS**

**Section C. Key Personnel.**

Eligible contractors must employ and have available appropriately qualified and experience personnel (Project Manger, Superintendents, Scheduler, Quality Control Manager, Safety Manager) as needed to provide required management services on the JOC Contract projects.

Identify key personnel currently employed by the Respondent and suitable for assignment on site work and campus parks renovation projects. Relevant Experience on projects described in Sections A1-A3. above is highly desirable. Attach resumes of all individuals listed.

Name	Role / Title	Relevant Project Experience

**Section D. Safety**

PBC is committed to working with safe site preparation and demolition contractors. To that end, the PBC has developed a safety questionnaire to aid in selection of site preparation and demolition contractors with good safety records. As a part of the site preparation and demolition contractor solicitation process you must answer the questions below.

1. Does you organization have a safety program? Yes  No   
 If yes, provide the following information:
  - Month and Year first implemented \_\_\_\_\_
  - Method of review of program \_\_\_\_\_
  - Whether regular work site safety meetings are held and how frequently \_\_\_\_\_
  - Copy of table of contents of safety/loss control manual
  
2. Have any citations been issued to your organization during the period of the last three years for workplace safety law violation. Yes  No  If yes, provide detailed information for each occurrence regarding:
  - The nature of the violation for which your organization was cited.
  - Summary of your position of the matter.
  - Official resolution of violation
  
3. Provide your organization's OSHA reportable incident rate: \_\_\_\_\_. If this is greater than 3.0, please attach your OSHA Form 300A Summaries for the last three years and a written explanation to the qualification questionnaire (attach as necessary).

Provide a copy of your organization's NCCI current experience modification (EMR) rating worksheet. If the rating is greater than 1.0 please attach the NCCI rating information for the last 3 years and a written explanation to the qualification questionnaire. As a follow up, you may be asked to provide your written safety plan.

**PART III. LEGAL ACTIONS**

**Section A. Legal Actions**

Provide the information below. If the answer to any of the questions is "Yes", provide a brief description or explanation on a separate sheet.

Question	Yes	No
1. Has the firm or venture been issued a notice of default on any contract awarded in the last three years?		
2. Does the firm or venture have any judgments, claims (liquidated damages, or other), arbitration proceedings or suits pending or outstanding against the firm or venture or its officers?  If yes, include the dollar amount of claims or judgments and the contract value of the contract on which the claim was filed. Attach explanation.		
3. Within the past three years, has the firm or venture been a party to any lawsuits or arbitration proceedings with regard to any contracts?		
4. Within the last three years, has any officer or principal of the firm or venture ever been an officer or principal of another organization that failed to complete any contract as a result of termination, litigation, arbitration or similar matter?		
5. Has any key person with the firm or venture or its predecessor ever been convicted of or charged with any state or federal crime (excluding traffic violations), including but not limited to, embezzlement, theft, forgery, bribery, falsification or destruction of records, receipt of stolen property, criminal anti-trust violations, bid rigging or bid-rotating?		
6. Has the firm or venture ever been temporarily or permanently debarred from a contract awarded by any federal, state, or local agency?		
7. Within the last three years, has the firm or venture been assessed penalties for any statutory or administrative violations, including MBE, WBE and EEO?		
8. Has the firm or venture ever failed to complete any work awarded to it?		

**PART IV. FINANCIAL CAPACITY**

**Section A. Banking.** Provide the following information about the firm's or ventures primary commercial bank.

Name of Bank: \_\_\_\_\_

Address: \_\_\_\_\_ Phone No.: \_\_\_\_\_

City, State, ZIP \_\_\_\_\_ Fax No.: \_\_\_\_\_

Contact Officer: \_\_\_\_\_ Phone No.: \_\_\_\_\_

In what year was the banking relationship established? \_\_\_\_\_

**Does your firm or venture have access to a line of credit? Yes** \_\_\_\_\_ **No** \_\_\_\_\_

If yes, indicate upper limit. \$ \_\_\_\_\_ How much is currently available? \$ \_\_\_\_\_

Other sources of capital: \_\_\_\_\_

**Section B. Gross Revenues.** Indicate below the amount of revenues earned by the firm or venture from construction-related activities for the last three (3) years.

Year	Amount
_____	\$ _____
_____	\$ _____
_____	\$ _____

**Section C. Financial Statement.** Attach Respondent's audited financial statement with notes for the last fiscal year. If a joint venture, submit financial statements for the joint venture name and each joint venture partner. Independent accountant may provide a copy of a complete financial statement. All notes and schedules must be provided.

**Independent Accountant Information**

Year ending financial statement date: \_\_\_\_/\_\_\_\_/\_\_\_\_ [SELECT ONE]:  Audit  Review  Compile

Consolidated financial statement:  Yes  No

### EXHIBIT I – SAMPLE BAR CHART

Project Name	Contract Amount	Duration	2009	2008	2007	2006	2005
1		4 MO					
2		3 MO					
3		5 MO					
4		3 MO					
5		6 MO					
6		8 MO					
7		20 MO					
8		12 MO					
9		3 MO					
10		8 MO					

This bar chart is a graphic representation of the RFQ requirement that demonstrates how your firm has managed multiple site preparation and demolition projects simultaneously. Note months are provided as an illustration only.

Your firm is to fill in the Project Name, Contract Amount and Duration of each project. The duration should be shown numerically as well as graphically as illustrated in the example above.