

SOUTHEAST CONFERENCE

9360 Glacier Highway, Suite 201
Juneau, AK 99801
(907) 523-4356

Request for Proposals

RFP Number 2022-02
Date of Issue: **November 7, 2022**

Southeast Conference: Preconstruction Design Services for Prince of Wales Mariculture Processing Incubator Project

Southeast Conference (SEC) is soliciting proposals from qualified firms to provide professional Architectural and Engineering Services for the design and engineering of a Mariculture Processing Facility on Prince of Wales Island. Southeast Conference is working on and was awarded a grant titled “Mariculture Community Processing Facility: An Industry Incubator” from the United State Department of Agriculture, Rural Development.

This project is managed by Southeast Conference and will be guided by listening sessions and public input from POW residents, community and tribal leaders, and potential facility users. The completed designs will enable Southeast Conference to estimate construction costs, build consensus around facility design and location, and support next steps in construction funding and bidding. Nothing in the award of this contract obligates Southeast Conference to award subsequent work to the selected contractor, nor does it disqualify the contractor from performing further work on subsequent phases.

The project scope is described below:

Task I - Stakeholder engagement

Contractor will be available as Southeast Conference works with and engages its strategic partners and stakeholders to receive input on the design, use, and location of the community processing facility. Southeast Conference will facilitate meetings and site visits with community leaders and potential tenants as well as select an anchor tenant. Contractor will be asked to provide conceptual renderings and other supports to the stakeholder engagement process.

Task II - Site location, land, structure, and right-of-way agreements

Assist with identification and assessment of site location needs including land ownership, use permits, and potential lease agreements. Assess existing infrastructure and its potential integration into the proposed facility.

Determine water, sewer, electric and waste-management needs on site: forming agreements with existing utility infrastructure and/or extension design as well as determining which permits are needed and supporting completion of applications for necessary permits.

Task III – Preconstruction design and existing facility enhancement determination

Contractor will work with SEC to design the processing facility to the 35% design level and estimate facility construction costs. Facility will leverage existing seafood infrastructure as available and appropriate. The space will be designed to maximize drying, processing, and product development and be built to meet applicable food safety standards. It will have sufficient space for aggregation so that mariculture farmers will be able to work together to utilize the space and maximize their individual output. The space will need access to storage but also manufacturing and shipping. If possible, the building design and use will work closely with an established seafood processor to maximize their facility use in the off-season. Facility size and location will be determined through a public process led by Southeast Conference.

Task IV - Infrastructure needs analysis and environmental due diligence

Contractor will work with SEC and state regulatory agencies including the Department of Fish & Game (ADFG), the Department of Environmental Conservation (ADEC) and the Department of Natural Resources (ADNR), as well as federal entities through environmental review and permitting. Dialogue will also include work with local communities and tribal representation to receive input and address environmental or cultural concerns.

Task V - Identification of sustainable processing technology and applicable equipment

Assist Southeast Conference in researching and determining appropriate equipment necessary to efficiently and sustainably process a broad range of mariculture products, making use of existing infrastructure as well as available technology. Potential facility users will be interviewed by SEC and/or contractor to gather requirements and equipment needs.

SECTION ONE INTRODUCTION AND INSTRUCTIONS

1.01 Return Mailing Address, Contact Person, Telephone, and Deadline for Receipt of Proposals

Offerors may submit a hard copy or electronic copy of their proposal. Hard copies must be delivered in a sealed proposal package and addressed as follows:

Southeast Conference

Attention: *Procurement Officer*

Request for Proposal (RFP) Number: 2022-02

Project name: ***Prince of Wales Mariculture Processing Incubator Project***

612 W. Willoughby Avenue, #B

Juneau, Alaska 99801

dan@seconference.org

Proposals should be sent by email and must be received no later than 5:00 pm Alaska Time on **December 5, 2022**. The review committee will consider all proposals received by the deadline. Proposals may be accepted until a contractor is selected.

It is the offeror's responsibility to contact the issuing agency at **(907) 321-7080** to confirm that the proposal has been received. Southeast Conference is not responsible for unreadable, corrupt, or missing attachments.

Any changes or addendum will be posted on the Southeast Conference website and sent directly to respondent who have specifically requested notification.

**QUESTIONS CONCERNING THIS RFP MUST BE
DIRECTED TO THE CONTACT BELOW:**

PROCUREMENT OFFICER: **907-321-7080** ; *dan@seconference.org*

1.02 Contract Term and Work Schedule

The contract term and work schedule set out herein represents Southeast Conference's best estimate of the schedule. If a component of this schedule, such as the deadline for receipt of proposals, is delayed, the rest of the schedule may be shifted by the same number of days at the discretion of Southeast Conference.

The length of the contract will be from the date of award, approximately until completion of all deliverables, or as negotiated in the contract.

Unless otherwise provided in this RFP, Southeast Conference and the successful offeror/contractor(s) agree: (1) that any holding over of the contract excluding any exercised renewal options, will be considered as a month-to-month extension, and all other terms and conditions shall remain in full force and effect and (2) to provide written notice to the other party of the intent to cancel such month-to-month extension at least 30-days before the desired date of cancellation.

The proposed contract schedule is as follows:

- Issue RFP ***November 7, 2022***
- Deadline for Receipt of Initial Proposals **December 5, 2022**

- Notice of Intent awarded by **December 12, 2022**
- Southeast Conference issues contract **December 19, 2022**
- Deliverables will be scheduled per contract terms, with project completion estimated for **July 15, 2023**. Contract extensions and amendments will be considered as necessary to ensure completion of the scope of work.

1.03 Budget

This RFP is intended to result in the award of a time and materials contract(s) estimated at \$175,000-\$200,000, with allowance for contract amendment as needed to accomplish project scope and goals.

1.04 Location of Work and Travel

The project will be managed by Southeast Conference, whose staff are based in Juneau and Prince of Wales, Alaska. Regular communications and meetings (virtual) will be required for a successful project.

1.05 Assistance to Offerors with a Disability

Offerors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the procurement officer.

1.06 Questions Received Prior to Deadline for Receipt of Proposals

All questions must be submitted in writing and directed to the procurement officer at Southeast Conference at least seven days before proposals are due.

Two types of questions generally arise. One may be answered by directing the questioner to a specific section of the RFP. These questions may be answered over the telephone. Other questions may be more complex and may require a written amendment to the RFP. The procurement officer will make that decision.

1.07 Amendments

If an amendment is issued, it will be posted on the Southeast Conference website and provided to all who were provided a copy of the RFP as well as those who have registered through email with the procurement officer after receiving the RFP from the Southeast Conference web site.

1.08 Alternate Proposals

Offerors may submit only one proposal for evaluation. Proposals may respond to any or all of the tasks listed under project scope.

1.09 Right of Rejection

Offerors must comply with all of the terms of the RFP. The procurement officer may reject any proposal that does not comply with all of the material and substantial terms, conditions, and performance requirements of the RFP.

Minor informalities may be waived by the procurement officer that does not affect

responsiveness. Southeast Conference reserves the right to refrain from making an award.

1.10 Southeast Conference Not Responsible for Preparation Costs

Southeast Conference will not pay any cost associated with the preparation, submittal, presentation, or evaluation of any proposal.

1.11 Subcontractors

Subcontractors may be used to perform work under this contract. If an offeror intends to use subcontractors, the offeror must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform.

If a proposal with subcontractors is selected, the offeror must provide the following information concerning each prospective subcontractor within five working days from the date of request:

- (a) complete name of the subcontractor;
- (b) complete address of the subcontractor;
- (c) type of work the subcontractor will be performing;
- (d) percentage of work the subcontractor will be providing;
- (e) evidence that the subcontractor holds a valid Alaska business license; and
- (f) a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

An offeror's failure to provide this information, within the time set, may cause Southeast Conference to consider their proposal non-responsive and reject it. The substitution of one subcontractor for another may be made only at the discretion and prior written approval of Southeast Conference.

1.12 Joint Ventures

Joint ventures are acceptable. If submitting a proposal as a joint venture, the offeror must submit a copy of the joint venture agreement which identifies the principals involved and their rights and responsibilities regarding performance and payment.

1.13 Offeror's Certification

By signature on the proposal, offerors certify that they comply with the following:

- (a) all terms and conditions set out in this RFP;
- (b) All applicable State and Federal laws, including:
 - i. the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government;
 - ii. the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;
 - iii. the applicable portion of the Federal Civil Rights Act of 1964;
- (c) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury;
- (d) that the offers will remain open and valid for at least 30 days; and

If any offeror fails to comply with [a] through [d] of this paragraph, Southeast Conference reserves the right to disregard the proposal, terminate the contract, or consider the contractor in default.

1.14 Conflict of Interest

Each proposal shall include a statement indicating whether or not the firm or any individual working on the contract has a possible conflict of interest and, if so, the nature of that conflict. Southeast Conference reserves the right to consider a proposal non-responsive and reject it or cancel the award if any interest disclosed or undisclosed could either give the appearance of a conflict or cause speculation as to the objectivity of the program to be developed by the offeror. Southeast Conference's determination regarding any questions of conflict of interest shall be final.

1.15 News Releases

News releases related to this RFP will not be made without prior approval of Southeast Conference.

1.16 Assignment

The contractor may not transfer or assign any portion of the contract without prior written approval from the procurement officer.

1.17 Disputes & Severability

Disputes: The Parties agree to enter into good faith negotiations to resolve any disputes that arise out of or relate to this Agreement. If such a dispute cannot be settled through negotiation, the Parties agree first to try in good faith to settle the dispute by non-binding mediation. Any and all litigation shall be filed in the First Judicial District, Juneau, Alaska.

Severability: If any provision of the contract or agreement is declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions will not be affected; and, the rights and obligations of the parties will be construed and enforced as if the contract did not contain the particular provision held to be invalid.

SECTION TWO STANDARD PROPOSAL INFORMATION

2.01 Authorized Signature

All proposals must be signed by an individual authorized to bind the offeror to the provisions of the RFP. Proposals must remain open and valid for at least 30-days from the date set as the deadline for receipt of proposals.

2.02 Supplemental Terms and Conditions

After award of contract:

- a) if conflict arises between a supplemental term or condition included in the proposal and a term or condition of the RFP, the term or condition of the RFP will prevail; and
- b) if Southeast Conference's rights would be diminished as a result of application of a supplemental term or condition included in the proposal, the supplemental term or condition will be considered null and void.

2.03 Clarification of Offers

In order to determine if a proposal is compliant and eligible for award, communications by the procurement officer or evaluation committee are permitted with an offeror to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Clarifications may not result in a material or substantive change to the proposal. The evaluation may be adjusted as a result of a clarification under this section.

2.04 Discussions with Offerors

Southeast Conference may conduct discussions with offerors. The purpose of these discussions will be to ensure full understanding of the requirements of the RFP and proposal.

Offerors with a disability needing accommodation should contact the procurement officer prior to the date set for discussions so that reasonable accommodation can be made. Any oral modification of a proposal must be reduced to writing by the offeror.

2.05 Evaluation of Proposals

The procurement officer and a steering committee will evaluate proposals. The evaluation will be based solely on the evaluation factors set out in Section Six of this RFP.

After receipt of proposals, if there is a need for any substantial clarification or material change in the RFP, an amendment will be issued. The amendment will incorporate the clarification or change, and a new date and time established for new or amended proposals. Evaluations may be adjusted as a result of receiving new or amended proposals.

2.06 Vendor Tax ID

A valid Vendor Tax ID must be submitted with the proposal or within five days of Southeast Conference's request.

2.07 F.O.B. Point

All services through this contract will be F.O.B. final destination to Southeast Conference.

2.08 Alaska Business License and Other Required Licenses

Offerors must comply with any and all applicable state laws.

2.09 Contract Negotiation

After final evaluation, the procurement officer will negotiate first with the offeror(s) of the highest-ranked proposals. Negotiations, if held, shall be within the scope of the request for proposals and limited to those items which would not have an effect on the ranking of proposals. If the highest-ranked offeror(s) fails to provide necessary information for negotiations in a timely manner, or fails to negotiate in good faith, Southeast Conference may terminate negotiations and negotiate with the offeror of the next highest-ranked proposal. If contract negotiations are commenced, they will be held virtually.

2.10 Failure to Negotiate

If the selected offeror

- fails to provide the information required to begin negotiations in a timely manner; or
- fails to negotiate in good faith; or

- indicates they cannot perform the contract within the budgeted funds available for the project; or
- if the offeror and Southeast Conference, after a good faith effort, simply cannot come to terms, Southeast Conference may terminate negotiations with the offeror initially selected and commence negotiations with the next highest ranked offeror.

2.11 Notice of Intent to Award (NOI) — Offeror Notification of Selection

After the completion of contract negotiation, the procurement officer will issue a written Notice of Intent to Award (NOI). The NOI will identify the proposal selected for award.

2.12 Protest

Offerors have three (3) days from the date of the NOI to protest award of contract. All protests must be received in writing at the Southeast Conference office no later than the close of business on the third day after NOI publication. Southeast Conference will respond within three business days. Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the procurement officer, in writing, at least seven days before the deadline for receipt of proposals.

SECTION THREE STANDARD CONTRACT INFORMATION

3.01 Contract Type: Time and Materials Contract

This RFP is intended to result in the award of a time and materials contract(s). The contract may be amended and extended as needed to accomplish the scope of work and complete preconstruction activities.

3.02 Contract Approval

This RFP does not, by itself, obligate Southeast Conference to negotiate with any party or award a contract. Southeast Conference's obligation will commence when the contract is approved by the Executive Director of Southeast Conference and as stipulated by the Board of Directors. Upon written notice to the contractor, Southeast Conference may set a different starting date for the contract. Southeast Conference will not be responsible for any work done by the contractor, even work done in good faith, if it occurs prior to the contract start date set by Southeast Conference.

3.03 Standard Contract Provisions

The contractor will be required to sign and submit the Standard Contract Agreement for Professional Services provided by Southeast Conference. The contractor must comply with the contract provisions set out. No alteration of the contract will be permitted without prior written approval by both parties.

3.04 Proposal as a Part of the Contract

All of this RFP and the successful proposal will be incorporated into the contract.

3.05 Additional Terms and Conditions

Southeast Conference reserves the right to add terms and conditions during contract negotiations. These terms and conditions will be within the scope of the RFP and will not affect the proposal evaluations.

3.06 Insurance Requirements

Offerors are responsible for the health, safety and conduct of their employees and sub-contractors and shall hold Southeast Conference, steering Committee members and all other parties harmless. Offerors are responsible to supply any and all insurance requirements needed for performance of this work.

3.07 Contract Funding

Payment for the contract is subject to funds already appropriated and identified.

3.08 Proposed Payment Procedures

Southeast Conference will make payments based on a negotiated payment schedule. Each billing must consist of an invoice and progress report. No payment will be made until the progress report and invoice has been approved by Southeast Conference. The final payment will not be made until the entire contract has been completed and approved by Southeast Conference.

3.09 Contract Payment

No payment will be made until the contract is approved by the Executive Director of *Southeast Conference in accordance with directives from Southeast Conference Board of Directors*. Under no conditions will Southeast Conference be liable for the payment of any interest charges associated with the cost of the contract.

3.10 Contract Personnel

Any change of the project team members or subcontractors named in the proposal must be approved, in advance and in writing, by Southeast Conference. Personnel changes that are not approved by Southeast Conference may be grounds to terminate the contract.

3.11 Inspection & Modification - Reimbursement for Unacceptable Deliverables

The contractor is responsible for the completion of all work set out in the contract. All work is subject to inspection, evaluation, and approval by Southeast Conference. Southeast Conference may employ all reasonable means to ensure that the work is progressing and being performed in compliance with the contract. Southeast Conference may instruct the contractor to make corrections or modifications if needed in order to accomplish the contract's intent. The contractor will not unreasonably withhold such changes.

Failure of the contractor to perform and complete the contract may cause Southeast Conference to terminate the contract. In this event, Southeast Conference may require the contractor to reimburse monies paid (based on the identified portion of unacceptable work received) and may seek associated damages.

3.12 Termination for Default

If Southeast Conference determines that the contractor has refused to perform the work or has failed to perform the work with such diligence as to ensure its timely and accurate completion, Southeast Conference may, by providing written notice to the contractor, terminate the contractor's right to proceed with part or all of the remaining work.

3.13 Contract Changes - Unanticipated Amendments

During the course of this contract, the contractor may be required to perform additional work. That work will be within the general scope of the initial contract. When additional work is required, Southeast Conference will provide the contractor a written description of the additional work and request the contractor to submit a firm time schedule for accomplishing the additional work and a firm price for the additional work. Cost and pricing data must be provided to justify the cost of such amendments.

The contractor will not commence additional work until the project director has secured any required Southeast Conference approvals necessary for the amendment and issued a written contract amendment, approved by the Executive Director of Southeast Conference.

3.14 Contract Invalidation

If any provision of this contract is found to be invalid, such invalidation will not be construed to invalidate the entire contract.

3.15 Nondisclosure and Confidentiality

Contractor agrees that any and all confidential information shall be used only for purposes of providing the deliverables and performing the services specified herein and shall not disseminate or allow dissemination of confidential information except as provided for in this section. The contractor shall hold as confidential and will use reasonable care (including both facility physical security and electronic security) to prevent unauthorized access by, storage, disclosure, publication, dissemination to and/or use by third parties of, the confidential information. "Reasonable care" means compliance by the contractor with all applicable federal and state law. The contractor must promptly notify Southeast Conference in writing if it becomes aware of any storage, disclosure, loss, unauthorized access to or use of the confidential information.

Confidential information, as used herein, means any data, files, software, information or materials (whether prepared by Southeast Conference or its agents or advisors) in oral, electronic, tangible or intangible form and however stored, compiled or memorialized that is classified confidential as defined by Southeast Conference classification and categorization guidelines provided by Southeast Conference to the contractor or a contractor agent or otherwise made available to the contractor or a contractor agent in connection with this contract, or acquired, obtained or learned by the contractor or a contractor agent in the performance of this contract. Examples of confidential information include, but are not limited to: technology infrastructure, architecture, financial data, trade secrets, equipment specifications, user lists, passwords, research data, and technology data (infrastructure, architecture, operating systems, security tools, IP addresses, etc.).

3.16 Indemnification

Contractor shall indemnify, defend, and hold harmless both Southeast Conference (and the State of Alaska) from and against any claim of, or liability for, negligent acts, errors, and omissions of the SEC under this agreement. Contractor shall not be required to indemnify, defend, or hold harmless SEC for a claim of, or liability for, the independent negligent acts, errors, and omissions of the SEC. If there is a claim of, or liability for, a joint negligent act, error or omission of the Contractor or the SEC and, the indemnification, defense and hold harmless obligation of this provision shall be apportioned on a comparative fault basis. In this provision, Contractor and “SEC” include the employees, agents and other contractors who are directly responsible, respectively, to each. In this provision, “independent negligent acts, errors, or omissions” mean negligence other than in the SEC’s selection, administration, monitoring, or controlling of the Contractor and in approving or accepting the Contractor’s work.

3.17 Deliverables Property of Southeast Conference

Work completed by this contract becomes the sole property of Southeast Conference.

SECTION FOUR BACKGROUND INFORMATION

5.01 Background Information

In early 2022, Southeast Conference was awarded funding for preconstruction activities through USDA Rural Development.

Mariculture farmers in Southeast Alaska have cited lack of dedicated infrastructure as a significant barrier to increasing scale to match market demands. Prince of Wales Island is home to the largest operating seaweed farm in North America outside Craig as well as multiple operating oyster farms and nearly a dozen additional aquatic farms in permitting. A Prince of Wales Island mariculture incubator is uniquely positioning it to be successful as it could use the island’s large road network to pull from farms on nearly all sides of the island.

Having a shared processing space would reduce costs for individual farmers and enable them to grow at scale and be competitive in markets not currently attainable.

This mariculture incubator would be a hub for the various processing needs of mariculture farmers. It would be located adjacent to an existing dock and include processing floor space, office spaces, cold storage capacity, and an outside receiving and shipping area, among other features.

Southeast Conference is looking to secure an "anchor tenant" for a portion of the mariculture processing incubator facility that will provide fiscal certainty and support the facility’s power and water needs. Constructing and operating a Prince of Wales shared mariculture incubator facility is a critical remaining step in unlocking the potential of this industry in the region.

This project, managed by Southeast Conference, will be guided by listening sessions and public input from POW residents, community and tribal leaders, and potential facility users. The designs completed will enable Southeast Conference to apply for construction funding and solicit bids for construction of the facility.

SECTION FIVE PROPOSAL FORMAT AND CONTENT

6.01 Proposal Format and Content

Southeast Conference discourages overly lengthy and costly proposals, however, in order for Southeast Conference to evaluate proposals fairly and completely, offerors must follow the format set out in this RFP and provide all information requested. Proposals are expected to be no more than 10 pages in length, excluding resumes which may be attached.

Offerors may propose to perform any or all tasks identified on pages 1-2.

6.02 Introduction

Proposals must include the complete name and address of offeror's firm and the name, mailing address, and telephone number of the person Southeast Conference should contact regarding the proposal.

Proposals must confirm that the offeror will comply with all provisions in this RFP. Proposals must be signed by a company officer empowered to bind the company. An offeror's failure to include these items in the proposals may cause the proposal to be determined to be non-responsive and the proposal may be rejected.

6.03 Understanding of the Project

Offerors must provide narrative statements that illustrate their understanding of the requirements of the project and the project schedule.

6.04 Methodology Used for the Project

Offerors must provide narrative statements that set out the methodology they intend to employ and illustrate how the methodology will serve to accomplish the work and project schedule.

6.05 Management Plan for the Project

Offerors must provide statements that set out the management plan they intend to follow and illustrate how the plan will serve to accomplish the work and schedule.

6.06 Experience and Qualifications

Offerors must designate the individual responsible and accountable for the completion of each component and deliverable of the RFP.

Offerors must provide a narrative description of the organization of the project team and a personnel roster that identifies each person who will actually work on the contract and provide the following information about each person listed:

- a. Title,
- b. Previous related experience

Offerors must provide reference names for similar projects the offeror's firm has completed.

6.07 Cost Proposal

Cost proposals must include the hourly rates for the employees identified to be involved in the project, as well as a rate sheet for other services and describing reimbursement policies.

Contractor will outline expected number of hours and costs associated with each task.

6.08 Evaluation Criteria

All proposals will be reviewed to determine if they are responsive. Proposals determined to be responsive will be evaluated using the criterion that is set out in Section SIX.

An evaluation may not be based on discrimination due to the race, religion, color, national origin, sex, age, marital status, pregnancy, parenthood, disability, or political affiliation of the offeror.

SECTION SIX EVALUATION CRITERIA AND CONTRACTOR SELECTION

THE TOTAL NUMBER OF POINTS USED TO SCORE THIS PROPOSAL IS 100

7.01 Understanding of the Project (20 Percent)

Proposals will be evaluated against the questions set out below:

- [a] How well has the offeror demonstrated a thorough understanding of the purpose and scope of the project?
- [b] How well has the offeror identified pertinent issues and potential problems related to the project?
- [c] To what degree has the offeror demonstrated an understanding of the deliverables Southeast Conference expects it to provide?
- [d] Has the offeror demonstrated an understanding of Southeast Conference's time schedule and can meet it?

7.02 Methodology Used for the Project (25 Percent)

Proposals will be evaluated against the questions set out below:

- [a] How comprehensive is the methodology and does it depict a logical approach to fulfilling the requirements of the RFP?
- [b] How well does the methodology match and achieve the objectives set out in the RFP?
- [c] Does the methodology interface with the time schedule in the RFP?
- [d] How well does the management plan support all of the project requirements and logically lead to the deliverables required in the RFP?

7.03 Cost (15 Percent)

Proposals will be evaluated against the questions set out below:

- [a] How competitive are the rates for services offered?

[b] How are overall budget objectives are met through each task?

7.04 Experience and Qualifications (40 Percent)

Proposals will be evaluated against the questions set out below:

Questions regarding the personnel:

- [a] Do the individuals assigned to the project have experience on similar projects?
- [b] Are resumes complete and do they demonstrate backgrounds that would be desirable for individuals engaged in the work the project requires?
- [c] How extensive is the applicable education and experience of the personnel designated to work on the project?

Questions regarding the firm:

- [d] How well has the firm demonstrated experience in completing similar projects on time and within budget?
- [e] How successful is the general history of the firm regarding timely and successful completion of projects?
- [f] Has the firm provided letters of reference from previous clients?
- [g] If a subcontractor will perform work on the contract, how well do they measure up to the evaluation used for the offeror?