



**CITY OF PHOENIX, ARIZONA
OFFICE OF THE CITY ENGINEER
DESIGN AND CONSTRUCTION PROCUREMENT**

REQUEST FOR QUALIFICATIONS

**PHOENIX SKY HARBOR INTERNATIONAL AIRPORT
RENTAL CAR CENTER AND EAST ECONOMY PARKING
FIRE ALARM SYSTEMS REPLACEMENT
CONSTRUCTION MANAGER AT RISK SERVICES
AV15000077 AND AV15000078**

**PROCUREPHX PRODUCT CATEGORY CODE 912000000
RFx 6000001753**

REQUEST FOR QUALIFICATIONS

The City of Phoenix is seeking a qualified Construction Manager at Risk (CMAR) to provide preconstruction services and complete construction services for the Phoenix Sky Harbor International Airport Rental Car Center and East Economy Parking Fire Alarm Systems Replacement project. The selected CMAR will work as a team with the designer of record and City staff to ensure an efficient design approach for the project. The project is located at Phoenix Sky Harbor International Airport and off-site at the Rental Car Center. The estimated construction cost is \$7.4 million.

SECTION I - PROJECT DESCRIPTION

This project involves replacing the Rental Carr Center (RCC) and East Economy Parking (EEP) fire alarm systems at Phoenix Sky Harbor International Airport (PHX). The current fire alarm system is 20 years old and is past its useful life. The technology utilized in the current fire alarm system is antiquated, having since been replaced by more advanced technologies. These technologies make it easier to maintain and test as well as be compatible with the current fire alarm network infrastructure and EBI system monitoring.

The RCC complex includes the following facilities in the scope:

- Rental Car Center
- Sixt Building
- Central Plant

The EEP complex includes the following facilities in the scope:

- Garage A
- Garage B
- Sky Train Station
- Sky Train Propulsion Building
- Toll Plaza
- Equipment Yard

The RCC and EEP areas of PHX will be updating the current fire life safety system that includes both the fire alarm control panels (FACP) and all initiating and indicating devices. There are currently approximately 24 FACP panels that will be reduced to approximately 12 panels. The project will also be installing an "Emergency Communications System" (ECS).

SECTION II – SCOPE OF WORK

The Construction Manager at Risk will begin with the firm in an agency support role for preconstruction services. The CMAR will assume the risk of delivering the project through a Guaranteed Maximum Price (GMP) contract. The CMAR will be responsible for construction means and methods and will be required to solicit bids from pre-qualified subcontractors to perform the work using the City's subcontractor selection process. The CMAR may also compete to self-perform limited amounts of work. **The GMP must be submitted in MAG or CSI format, or it will not be accepted.**

A. Preconstruction phase services by the CMAR may include the following:

- provide detailed cost estimating and knowledge of marketplace conditions
- provide project planning and scheduling

- provide for construction phasing and scheduling that will minimize interruption to City operations
- provide alternate systems evaluation and constructability studies
- advise City on ways to gain efficiencies in project delivery
- provide long-lead procurement studies and initiate procurement of long-lead items
- assist in the permitting processes
- participate with the City in a process to set a goal for local and SBE participation and implement the local and SBE process
- protect the City's sensitivity to quality, safety, and environmental factors
- advise City on choosing green building materials.

B. Construction phase services by the CMAR may include:

- construct the RCC and EEP Fire Alarm Replacement project.
- select subcontractors/suppliers for this project
- prepare a Guaranteed Maximum Price (GMP) proposal that meets the approval of the City
- coordinate with various City of Phoenix departments, other agencies, utility companies, etc.
- arrange for procurement of materials and equipment
- schedule and manage site operations
- bid, award, and manage all construction related contracts while meeting City bid requirements including the local and SBE participation goal
- provide quality controls
- bond and insure the construction
- address all federal, state and local permitting requirements
- deal with City issues
- maintain a safe work site for all project participants

CMAR shall provide field survey labor to verify fire alarm field device types and locations for the areas listed above; develop floor plans for each area reflecting new fire alarm requirements by current code; submit shop drawings for each area under review, acceptance and stamping by electrical engineer of record under contract to the City of Phoenix for this project. CMAR shall provide elevation, riser, and detail sheets for installed fire alarm components, network riser diagrams, and installation detail sheets for panel and field devices. Contractor shall provide as-built plans and specifications for submittal to the electrical engineer of record and conduct coordination meetings with the City of Phoenix Aviation department as required.

Use of UNIFIER, an Application Service Provider (ASP) web-based project management database, may be required. The following information provides a guideline for utilization. Any questions related to the requirements of UNIFIER should be directed to the Project Manager.

- The CMAR will be required to maintain all project records in electronic format.
- The City provides an ASP web-based project management database which the CMAR will be required to utilize in the fulfillment of the contract requirements.
- The CMAR shall provide a computerized networked office platform with broadband internet connectivity.
- UNIFIER training will be provided through the City of Phoenix to firms under contract.

SECTION III – SMALL BUSINESS ENTERPRISE (SBE) REQUIREMENTS

Only firms whose physical business is located within Maricopa County are eligible to meet the SBE subcontracting goal, which will be set prior to construction of this project. The final goal will be based on SBE subcontractor availability.

SECTION IV - PRE-SUBMITTAL MEETING

A pre-submittal meeting will be held at 1:00 p.m. on Thursday February 27, 2025, at Phoenix Sky Harbor International Airport Facilities & Services Building, 2nd Floor Conference Rooms A & B, located at 2515 E. Buckeye Road, Phoenix, Arizona. At this meeting, City staff will discuss the scope of work, general project requirements, and respond to questions from the attendees. It is strongly recommended that interested firms attend the pre-submittal meeting. Inquiries regarding the project scope outside of this pre-submittal meeting must be directed to the Contracts Specialist.

The pre-submittal meeting will be held for both the CMAR services advertisement and the Engineering services advertisement for this project.

SECTION V - STATEMENT OF QUALIFICATIONS EVALUATION CRITERIA

One firm will be selected through a qualifications-based selection process based on the criteria below. Subcriteria are listed in order of importance in relation to project services. City of Phoenix project experience is not required.

A. General Information (150 points)

1. Provide a general description of the firm that is proposing to provide construction management services and general construction services. Explain the legal organization of the proposed firm or team. Provide an organization chart showing key personnel.
2. Provide the following information:
 - a. List the Arizona contractor licenses held by the firm and the key personnel who will be assigned to this project. Provide the contractor license number. Reference the appropriate licenses held, if needed. In order to be considered for this project, the contractor must hold the correct license as deemed appropriate by the Arizona Registrar of Contractors prior to submitting a Statement of Qualifications (SOQ) for this project in accordance with Arizona Revised Statute §32-1151. In addition, the contractor must hold a Business Certificate from the Phoenix Fire Department.
 - b. Identify the location of the firm's principal office and the home office location of key staff on this project.
 - c. Identify any contract or subcontract held by the firm or officers of the firm, which has been terminated within the last five years. Identify any claims arising from a contract which resulted in litigation or arbitration within the last three years. Briefly describe the circumstances and the outcomes.

B. Experience and Qualifications of the Firm (250 points)

1. Identify at least three comparable projects in which the firm served as either CMAR, agency Construction Manager during design and construction phases (without providing construction services), or General Contractor. Special consideration will be given to firms

that have provided Construction Manager at Risk services on similar successful projects. For each project identified, provide the following:

- a. Description of the project
 - b. Role of the firm (specify whether Construction Manager at Risk, Construction Manager or General Contractor. If CMAR or General Contractor, identify the percent of work self-performed. Also specify services provided during design phase, i.e. cost estimating, scheduling, value engineering, etc.)
 - c. Project's original contracted construction cost and final construction cost
 - d. Construction dates
 - e. Project owner
2. List of all City of Phoenix projects where the firm provided CMAR, agency construction management, or general construction services in the last five years, either completed or ongoing.

C. Experience of Key Personnel to be Assigned to This Project (250 points)

1. For each key person identified, list their length of time with the firm and at least two comparable projects in which they have played a primary role. If a project selected for a key person is the same as one selected for the firm, provide just the project name and the role of the key person. For other projects provide the following:
 - a. Description of project
 - b. Role of the person
 - c. Project's original construction cost and final construction cost
 - d. Construction dates
 - e. Project owner
2. List any proposed consultants, (including DBEs), including key staff names and the experience and qualifications of these individuals.

D. Understanding of the Project and Approach to Performing the Required Services (350 points)

1. Discuss the major issues your firm has identified on this project and how you intend to address those issues.
2. Attached to this Request for Qualifications is the City of Phoenix general subcontractor selection plan (see Exhibit A). Describe how you intend to implement this subcontractor selection plan including your recommendations for subcontractor trades to be selected by qualifications only vs. qualifications and bids; and discuss the benefit that your subcontractor selection plan provides to the project.
3. Describe your firm's project management approach and team organization during design and construction phase services. Describe software systems and processes used for planning, scheduling, estimating, and managing construction. Briefly describe the firm's experience on quality control, dispute resolution, and safety management.

E. Reference Check (21 points*)

Use the form provided (Exhibit B) to obtain at least three references (it is preferred no more than one be a City of Phoenix project). If your firm has not completed prior projects with

other agencies, you will not be penalized. It is recommended there be references outside the City of Phoenix.

*These points are in addition to the 1,000 points for the SOQ.

SECTION VI - SUBMITTAL REQUIREMENTS

Electronic Submittal Process: Firms interested in this project must submit a Statement of Qualifications (SOQ) by email to the assigned Contracts Specialist samantha.ansmann@phoenix.gov.

Submittal requirements are as follows:

- ☑ **Vendor Information:** All firms must be registered in the City's Vendor Management System prior to submitting a proposal. For new firms, the City will send an email to your firm with a vendor number upon completion of processing the request. The vendor number should be included on the cover of the SOQ. Information on how to register with the City is available at:

<https://www.phoenix.gov/financesite/Pages/EProc-help.aspx>

If your firm is already registered with the City of Phoenix's ProcurePHX system, please visit <https://eprocurement.phoenix.gov/irj/portal> to login and access the electronic solicitation.

- ☑ **The product category code for this RFQ is 912000000 and the RFx number is 6000001753.**

- ☑ **Submittals:**

- Experience Modification Rate (EMR) – provide current rating; the awarded company will be asked to provide verification upon contract execution.
- Submittals must be emailed to the assigned Contracts Specialist by the submittal due date and time.
- Submit only one SOQ electronically, in .PDF format only, addressing all evaluation criteria. No hard copies will be accepted.
- Clearly display the firm legal name, vendor number, project title, and project number on the cover of the SOQ.
- A maximum of **12 pages** is permitted to address all content in the SOQ submittal **(Maximum page limit includes evaluation criteria and all additional content. It does not include information sheet.)**
- Submit the Statement of Qualifications by **12:00 noon, local time, on Friday, March 14, 2025.**
- Page size must still meet requirements of 8½" x 11"
- Font size must not be less than 10 point
- Content count:
 - ✓ Each side of a page containing evaluation criteria and additional content will be counted toward the maximum page limit noted above.
 - ✓ Pages that have project photos, charts and/or graphs will be counted towards the maximum page limit noted above.
 - ✓ Front and back covers, information sheet, Table of Contents pages, and divider (tab) pages **will NOT** be counted toward the maximum page limit noted above,

unless they include evaluation criteria and additional content that could be considered by the selection panel.

- ☑ **Information Sheet:** Provide an information sheet that includes project title, project number, RFx number, firm legal name, address, phone number, vendor number, and the name, title, email address and signature of your contact person for the project. Do not include any additional information.
- ☑ **Evaluation Criteria:** Address the SOQ evaluation criteria.
- ☑ **Bonding Statement:** As a separate PDF attachment, **include a statement of the firm's bonding capacity from a Surety Company** (A- or better for the prior four quarters) along with your SOQ submittal. *(This bond statement will not be counted towards the maximum number of pages).*
- ☑ **Additional Content:** Resumes and other information may be included *(content shall be included within the permitted maximum page limit).*

Note: All pages exceeding the specified maximum page limit will be removed from the submittal and not considered in evaluating a submitted SOQ.

GROUND'S FOR DISQUALIFICATION:

Please be advised that the following **will be grounds for disqualification**, and will be strictly enforced:

- Submitting a Statement of Qualifications to the assigned Contracts Specialist after the due date and time.
- Submitting a Statement of Qualifications to the assigned Contracts Specialist for a different project.
- Violating the "Contact with City Employees" policy contained in this RFQ.
- Failure to provide additional documents due at time of submittal.
- Failure to provide bonding statement.

SECTION VII - SELECTION PROCESS AND SCHEDULE

The successful firm will be selected through a qualifications-based selection process. Interested firms will submit a Statement of Qualifications (SOQ). A Selection Panel will evaluate each SOQ according to the criteria set forth in Section V above. The City will select a firm based on the SOQs received; no formal interviews will be conducted. The City may conduct a due diligence review on the firm receiving the highest evaluation.

The City expects to create a final list of at least one, but not more than three firms for this project. The City will enter into negotiations with the selected firm and execute a contract upon completion of negotiation of contract terms for City Council approval.

The following tentative schedule has been prepared for this project. The Pre-submittal meeting is not mandatory.

Pre-submittal Meeting	February 27, 2025
SOQs Due	March 14, 2025
Selection Notification	Early April 2025
Scope Meeting	Late April 2025

If the City is unsuccessful in negotiating a contract with the best-qualified firm, the City may then negotiate with the next most qualified firm until a contract is executed, or the City may decide to terminate the selection process. Once a contract is executed with the successful firm, the procurement is complete.

<http://solicitations.phoenix.gov/awards>

The firm selected for this project will be notified directly by the City. Notification to all other firms on the status of a selection on this project will be posted on the City of Phoenix's "Tabulations, Awards, and Recommendations" website:

<http://solicitations.phoenix.gov/awards>

The selected Contractor should expect to comply with the Arizona State Statutes Title 34 and City of Phoenix Design and Construction Procurement's contract provisions.

SECTION VIII - GENERAL INFORMATION

Citywide Capital Improvement Projects. Consulting and contractor services supporting the City's Capital Improvement Projects are procured under the authority of the City Engineer. Design and Construction Procurement coordinates the citywide consulting and construction contracting procurement processes.

Changes to Request for Qualifications. *Any changes to this Request for Qualifications will be in the form of a notification.* The City of Phoenix shall not be held responsible for any oral instructions. Notifications are available on both the Solicitations and ProcurePHX webpage.

It shall be the responsibility of the registered RFQ holder to determine, prior to the submittal of the Statement of Qualifications, if notifications have been issued. Registered RFQ holders may refer to the webpage or call the Contract Specialist (listed below) in order to ascertain if a Notification has been issued for this project.

Alternate Format. For more information or a copy of this publication in an alternate format, contact the Contract Specialist (listed below) - Voice or TTY 711. Requests will only be honored if made within the first week of the advertising period.

Release of Project Information/Public Records Request. The City shall provide the release of all public information concerning the project, including selection announcements and contract awards. Those desiring to release information to the public must receive prior written approval from the City. To submit a Public Records Request, visit phoenix.gov/prr.

City Rights. The City of Phoenix reserves the right to reject any or all Statements of Qualifications, to waive any informality or irregularity in any Statement of Qualifications received, and to be the sole judge of the merits of the respective Statements of Qualifications received.

Contact with City Employees. Beginning on the date the RFQ is issued and until the date the contract is awarded or the RFQ withdrawn, all persons or entities that respond to the RFQ, including their authorized employees, agents, representatives, proposed partner(s), subcontractor(s), joint venture(s), member(s), or any of their lobbyists or attorneys (collectively the Proposer), will refrain from any direct or indirect contact with any person (other than the designated Contract Specialist), including members of the evaluation panel, the City Manager,

Assistant City Manager, Deputy City Managers, Department heads, the Mayor and other members of the Phoenix City Council. As long as the RFQ solicitation is not discussed, Proposers may continue to conduct business with the City and discuss business that is unrelated to this RFQ solicitation with City staff.

Commencing on the date and time a solicitation is published, potential or actual proposers (including their representatives) will only discuss matters associated with the solicitation with the Mayor, any members of City Council, the City Manager, any Deputy City Manager, or any department director directly associated with the solicitation (including in each case their assigned staff, except for the designated procurement officer) at a public meeting, posted under the Arizona Revised Statutes, until the resulting contract(s) are awarded or all offers or responses are rejected and the solicitation is cancelled without any announcement by the procurement officer of the City's intent to reissue the same or a similar solicitation.

Proposers may discuss their proposal or the RFQ solicitation with the Mayor or one or more members of the Phoenix City Council, provided such meetings are scheduled through the Contract Specialist (listed below), conducted in person at 200 W. Washington, Phoenix, Arizona 85003, and are posted as open meetings with the City Clerk at least twenty-four (24) hours prior to the scheduled meetings. The City Clerk will be responsible for posting the meetings. The posted notice shall identify the participants and the subject matter, as well as invite the public to participate.

This policy is intended to create a level playing field for all Proposers, assure that contracts are awarded in public, and protect the integrity of the selection process. **OFFERORS THAT VIOLATE THIS POLICY WILL BE DISQUALIFIED.**

Conflict of Interest. The City reserves the right to disqualify any Proposer on the basis of any real or apparent conflict of interest that is disclosed by the proposal submitted or any other data available to the City. This disqualification is at the sole discretion of the City. Any Proposer submitting a proposal herein waves any right to object now or at any future time, before any body or agency, including but not limited to, the City Council of the City of Phoenix or any court.

Protest Procedures. Firms wishing to respond to disqualification or a procurement outcome may refer to The Code of the City of Phoenix Chapter 2, Article XII, Section 2-187 to 2-190.4, which governs protest procedures utilized throughout the selection process. The procedures may be reviewed through the City of Phoenix website at:

<http://www.codepublishing.com/az/phoenix/>

A copy of the Protest Policy is also available online at:

<https://www.phoenix.gov/streets/procurement-opportunities>

Questions. Questions pertaining to this selection process or contract issues should be directed to the Contract Specialist, Samantha B. Ansmann at (602) 681-5361 or by email at samantha.ansmann@phoenix.gov.

EXHIBIT A
CITY OF PHOENIX SUBCONTRACTOR SELECTION PLAN
(EXCERPT FROM CMAR CONTRACT)

MAJOR SUBCONTRACTOR AND MAJOR SUPPLIER SELECTIONS

The selection of major Subcontractors and Suppliers may occur before Construction Services. Major Subcontractors and Suppliers may be selected based on qualifications alone or a combination of qualifications and price. Subcontractors must not be selected based on price alone. The selection of major Subcontractors and Suppliers is the Contractor's responsibility. In any case, the Contractor is solely responsible for the performance of all selected Subcontractors and Suppliers.

The Contractor must prepare a Subcontractor and Supplier selection plan and submit the plan to the City for approval. This selection plan must identify trades that may be selected by qualifications only and trades that to be selected by qualifications and competitive bid. This plan must also identify all Subcontractors that are not selected through a formalized qualifications-based selection process. The Subcontractor and Supplier selection plan must be consistent with the selection requirements included in this Contract.

Selection by qualifications only - the City may approve the selection of a Subcontractor(s) or Suppliers(s) based only on their qualifications when the Contractor can demonstrate it is in the best interest of the Project.

Qualification-based selection of a Subcontractor(s) or Supplier(s) should only occur during the design phase to achieve maximum benefit of Subcontractor's involvement before submittal of a GMP Proposal.

The Contractor must follow the approved Subcontractor selection plan when evaluating qualifications of Subcontractor(s) or Supplier(s), and the Contractor must provide the City with its review and recommendation.

The Contractor must receive City approval of the selected Subcontractor(s) and Supplier(s).

The Contractor must negotiate costs for services/supplies from each Subcontractor and Supplier selected under this method.

Selection by qualifications and competitive bid - the Contractor must follow the Subcontractor selection plan when evaluating qualifications of a Subcontractor or Supplier, and the Contractor must provide the City with its process to prequalify prospective Subcontractors and Suppliers. During Construction Services, all Work for major Subcontractors and Suppliers must then be competitively bid unless a Subcontractor or Supplier was selected by qualifications only.

EXHIBIT B
CONTRACTOR REFERENCE CHECK INSTRUCTIONS, FORM, AND SAMPLE LETTER

The attached Contractor Performance Evaluation Form is to be provided to the agencies or entities for which your firm has recently provided services similar to those requested for this project. Provide the evaluation form to the Owner, or the Owner's representative directly responsible for oversight of the project to complete and submit to the email box listed below.

The first three references submitted will be accepted and the scores utilized as part of the evaluation process. Each reference check is worth up to 7 points for a total of up to 21 points available.

The form is to be completed by the agency or entity and uploaded to the (email box) at:

soq.referencechecks@phoenix.gov

The procurement identifier is:

6000001753

Attention: Samantha B. Ansmann

Also attached is a sample performance evaluation cover letter that may be used when sending the reference check request.

Sample Contractor Performance Evaluation Cover Letter

Sample Cover Letter
Contact Name
Address of Reference

(Your Name) is responding to a Request for Qualifications (RFQ) from the City of Phoenix Office of the City Engineer's Design and Construction Procurement section.

The City is requesting reference information related to our past performance. As a part of the response submittal process, the City is requesting performance evaluations from agencies that our firm has performed services for either in the past or is currently receiving services.

I would appreciate your cooperation in completing the attached Contractor Performance Evaluation form and return by email the completed form by **12:00 pm Phoenix time on March 14, 2025** to:

soq.referencechecks@phoenix.gov

Reference in Subject Line: RFx 6000001753

For questions, contact Samantha B. Ansmann, Contracts Specialist at 602-681-5361.

Failure to submit the Contractor Performance Evaluation form by the above date will have a negative impact on the proposal we submit for this service. Your cooperation in submitting this form by this date is appreciated.

If you have any questions regarding this request, please contact (your name) at (your telephone number).

Sincerely,

INSTRUCTIONS FOR COMPLETING CONTRACTOR PERFORMANCE EVALUATION

Evaluate the contractor's contract performance in each of the rating areas listed below. On the Contractor Performance Evaluation form, circle the rating from 1 to 4 that most closely matches your evaluation of the contractor's performance. Comments are not required but appreciated. **Every rating area must be scored.**

The Design and Construction Procurement section will use the information from this form to evaluate firms competing for contract award. **This completed form will become public record and upon request, will be released to the contractor or any other entity.**

Please submit the completed form to the address indicated on the bottom of the Contractor Performance Evaluation form. Thank you for your time and your cooperation.

PHOENIX SKY HARBOR INTERNATIONAL AIRPORT
RENTAL CAR CENTER AND EAST ECONOMY PARKING FIRE ALARM SYSTEMS REPLACEMENT
CONSTRUCTION MANAGER AT RISK SERVICES - AV15000077 AND AV15000078

RFx 6000001753

CONTRACTOR PERFORMANCE EVALUATION FOR _____
(firm name)

In the box below, provide the project title, contracted services provided by the firm, and start and completion dates of services. This form is to be completed by the Owner, or the Owner's representative directly responsible for oversight of the project. The project services evaluated must be relevant to the services of this project. Every rating area must be scored.

RATINGS: Summarize the Contractor's performance and **circle the number** below that corresponds to the performance rating for each category. Please see the rating scale. Please do not use N/A for scoring.

1 = Unsatisfactory (.25 pt.); 2 = Poor (.50 pt.); 3 = Good (.75 pt.); 4 = Excellent (1.0 pt.)

HOW WOULD YOU RANK THE BUSINESS RELATIONSHIP BETWEEN THE OWNER AND THE FIRM?	4 3 2 1	Comments:
WAS THE TEAM PRESENTED IN THE PROPOSAL THE TEAM THAT WORKED ON THE PROJECT TO COMPLETION?	4 3 2 1	Comments:
WAS STAFF PROACTIVE IN SOLVING PROBLEMS THAT MAY HAVE OCCURRED ON THE PROJECT?	4 3 2 1	Comments:
WAS THE CONTRACTED SCOPE OF SERVICES COMPLETED ON TIME AND WITHIN BUDGET?	4 3 2 1	Comments:
HOW WOULD YOU RATE THE QUALITY OF WORK PERFORMED BY THIS FIRM ON YOUR PROJECT?	4 3 2 1	Comments:

DID THE FIRM RECOMMEND EFFICIENCIES OR PROVIDE INNOVATIVE IDEAS OR SUGGESTIONS?	4 3 2 1	Comments:
WOULD YOU BE WILLING TO CONTRACT WITH THIS FIRM AGAIN? (YES = 1 point)	YES NO	Comments:
TOTAL SCORE		(MAXIMUM 7 POINTS)

Reference Evaluation Provided By:

Name and Title: _____

Agency/Organization: _____

Date: _____

Telephone Number: _____

Email completed form by **March 14, 2025 by 12:00 pm Phoenix time** to:

soq.referencechecks@phoenix.gov

***EMAIL SUBJECT LINE SHOULD REFERENCE RFx NUMBER**

The document should reference the project number and firm for which the reference check is being submitted. If no project number is available, reference the service and firm for which the reference check is being submitted.