



### **Initial project information**

**FAQ: Where are your upcoming projects listed? Where are your projects advertised?**

<https://business.maricopa.edu/purchasing/for-vendors#bidopportunities> for Purchasing. Facilities Planning and Development's web site, at <https://business.maricopa.edu/facilities-planning-development> under the FP&D News in the upper right corner of the webpage. This area also has a link to Purchasing's listing. Firms interested in receiving notifications of bids and RFP's can sign up through our vendor registration system (the link is shown in the next item). We no longer publish bid or RFP notices in newspapers.

*A number of local and national information firms also gather data on our projects, publish upcoming work and recent awards.*

**FAQ: How do I get on a bid or proposal list?**

*The quickest and easiest way is to go to the Purchasing Department's website (<https://business.maricopa.edu/purchasing/vendors>), fill out the on-line Vendor Registration Form and return it to Purchasing as noted in their instructions.*

**FAQ: What are the rules for contacting campuses regarding projects? Regarding selection of firms?**

*There is a unique selection committee formed for each project. In most cases, the committee is not formed until shortly before the selection process begins. Until the RFP is issued, you are free to contact whomever you would like to, or tour the campus or potential facility.*

*Once the RFP or bid is issued, there is no contact or conversation allowed between proposing firms and individuals on the selection committee. Most times, the college president or Vice President of Administration is not on a selection committee nor would they know much about a particular project at this point in its development.*

*All questions regarding the project, bid or RFP should be sent to the Facilities Planning project manager or Purchasing Department buyer listed in the RFP. The only exception is the college contact provided to arrange for tours of the project site and only then for the purposes of arranging for the visit.*

*Our project manager or buyer will gather questions and provide responses in an addenda so that all proposing firms have the benefit of equal knowledge. **Any attempt to directly contact or influence any Maricopa Community Colleges employees or Board members, from the time the RFP or bid is issued until final Board award or any deviation from this policy may result in disqualification of the respondent.** Any oral communications with MCCD's assigned representative will be considered unofficial and non-binding on MCCD.*

### **Qualifications-Based Evaluation and Selection of Consultants and CMAR's**

**FAQ: How are consultants and Construction Manager at Risk (CMAR) selected? What do you look for in these firms?**

*Maricopa is a strongly qualifications based selection organization. We try to find the best-qualified firm to match for each project. “Best qualified” is a combination of the individuals proposed for the specific project and their related experience, the team’s understanding of the project’s needs and opportunities, and to a lesser extent, the firm’s general experience. Simply, it’s what you have done lately, most like our project, with the same individuals being proposed for our project. A firm’s general project experience is not very relevant if the individuals being proposed for our project have not worked on the projects being offered as “similar experience.”*

*It is more important that the individual has the relevant project experience than that he or she obtained that work experience at your current firm. It’s what they know that is important. Similarly we do not place a lot of weight on having a project team (within the firm or between firms) with previous project experience together on other projects. Project teams, particularly with more than one firm in the same discipline (lead architect/architect of record with a second design for example) will need to provide some explanation of roles and responsibilities of each firm in the RFP and interviews.*

**FAQ:** *What is the process used in the project development and qualifications based selection? Our first step internally is to produce an Education Specification, which is a detailed description of the project, needs, relationships, budgets, schedule, etc. This document is about a 90% of a complete project program. Once the “Ed Spec” is complete and our Governing Board approves the project and its budget, Requests for Proposals are issued. Generally, we allow three to four weeks for a response. A selection committee made up of the project’s users, college administration and support areas, and the project manager from Facilities Planning, screens the RFP responses. The Committee evaluates the responses against a list of both subjective and objective criteria developed uniquely for the project. A short list of three to six best-qualified firms is created and invited to participate in an interview. Following interviews, the Committee again ranks the firms, attempts to reach agreement upon which firm they feel is the best-qualified firm for the project, and makes a recommendation to our Governing Board for award. Facilities Planning then negotiates final agreement on fee, scope of services. A sample of a typical RFQ screening is at the end of this paper.*

**FAQ:** *What do you consider to be examples of “similar work experience”?*

*Due to increasing instances of exaggerated or less than honest claims of experience for personnel proposed for our projects, we feel that a higher standard should be required for “related and relevant project experience.” Projects used as examples of “similar, relevant” work experience by an individual will need to meet the following minimum requirements:*

- ❖ *The individual must have been assigned at least 33% full time to the project for an entire applicable phase of the work indicated*
- ❖ *The individual must have had a substantive role or experience with the project. Occasional “exposure to,” “support of” or “I put together some wall details for it” are insufficient to meet this requirement.*

*Experience shall be clearly notated if the individuals were employed by other firms while doing the work. The District will spot check claims of experience done at other firms to assure the integrity of this information. The only projects that should be listed without attribution to another firm are those projects actually produced by your own firm.*

*You also need to note projects that were done by other branches of your firm or by personnel who are no longer with your firm or NOT available to work on this project. We prefer to see examples of work done by the people proposed for our project*

***Improper or misleading credit for projects is an adverse reflection on a firm's integrity.***

**FAQ: What if we don't have project experience in college classrooms? Is there be any chance of our firm being selected for an MCCCCD project?**

*For each project Request for Proposal, we expect to receive a large number of responses from design or construction teams. Typically, a number of these responding firms will be well qualified on paper to do the project, but there is no guarantee. Each firm has to decide whether they believe that they can be competitive for the selection against other firms that may be responding, and whether your firm wants to make the investment to prepare the RFP response. We will never tell a firm not to respond.*

*There also are projects that will not be typical classrooms and labs. The District is a large provider of occupational and vocational training and we try to provide instructional settings that duplicate real world employment setting. The District has constructed medical practice settings, restaurants, aircrafts hangers and mortuaries to train our students. Your firm's experience in designing or constructing these private industry business settings will be very relevant to that project. We also provide non-instructional space projects such as student unions, gymnasiums, student services, etc. Similar, non-education project experience may make a firm very competitive for these types of projects.*

*Certainly, having post-secondary education experience in similar projects will make a firm more competitive for projects with those components. Having high school design experience may be sufficient for some types of instructional and support spaces, and having K-8 experience relevant to the specific features of our project is better than not having any education project experience at all.*

**FAQ: (for design teams): Do we need to list all of the sub-consultants for the project in the RFP or is it all right to indicate that a consultant "will be selected by the College staff" or "will be selected in consultation with the college's staff" or "to be named/selected later?"**

*We expect to see the entire team, including all relevant and required sub-consultants, listed in the RFP response. We evaluate the qualifications of your team and any proposed consultants via the RFP for the initial screening/ ranking. If you do not list a particular consultant within the RFP and the College evaluation committee feels that your team lacks expertise or experience in that particular area (and this consultant would be a key asset to the team, such as an acoustical consultant for a theater), your team may be evaluated lacking this important component.*

**FAQ:** Do you have a favorite list of consultants that you use, or that you would like us to use or some that you do not want to use?

**FAQ:** I'm an <engineer> and would like to do work for Maricopa. Do you have a list of favorite architects that you use? (or, I'm an architect and would like to work for Maricopa. Do you have a list of favorite consultants that you prefer to see on our team?)

*We want the prime consultant to propose their own team, using sub-consultants that you know, that you are familiar with, that you may have worked with before and/or that you are comfortable and confident with. We will let you know during RFP review if there is an objection to any proposed firm and ask that you make a substitution with no penalty, which we will then evaluate as part of the proposed team. You will not be disqualified based upon proposing a sub-consultant that we prefer not to work with. Generally, these firms know in advance Maricopa's position on their work.*

*If your firm is new to the Phoenix area or is considering a joint effort with other local firms, we would be happy to provide a list of firms who have responded (but not necessarily been selected) for past District projects. You are free to contact and evaluate any of these firms and make your own decisions or create your own arrangements. Generally, these are firms that provide institutional, governmental, or higher education work for other clients in our area and most, at some point, will work for our District.*

**FAQ:** Do you recommend associating with large/"big name" out-of-town design firm? Do you recommend the use of a specialty consultant for other areas?

*While we don't discourage or prohibit this, we don't expect to see nor need an association with a separate design firm. Frankly, there probably isn't enough fee to support this type of arrangement nor do the results generally created justify this arrangement and added cost. We are not looking for design awards for our project, though we gladly accept them if they are the result of a well-planned, well-designed project. We feel that local firms have adequate design and technical skills for our work, and we should be supporting local industry that in turn supports us through their tax dollars.*

*For specialty consultants, you will need to evaluate the project scope and tell us what you think is required for these projects. You know your team capabilities best. Evaluate them and fill in the weaknesses with whatever consulting help that you think that you need. If you feel that your own firm or a local firm has adequate experience and technical competence in a specialty area, propose them. If you feel that the best specialty individual or firm for this project is based out of town, propose them. We will look at the proposed team's capabilities and experience as a whole when we evaluate the RFP responses.*

**FAQ: How are contractors selected? Will you be using traditional bid? CMAR? Design/Build? Job Order Contracting?**

*We intend to solicit construction services in a number of ways, relevant to each project. We will make a determination whether to use job order contracting, design-bid-build or CMAR on a project-by-project basis, looking at the costs versus the benefits that we will see under each delivery system, and then try to select the delivery method that best suits the project, budget, and situation.*

*We use Job Order Contracting (JOC) for projects with a final cost under \$1 million, through a JOC open agreement issued by the District every five years. Four to six JOC firms are selected to provide work during this term.*

*We will continue bidding some of our work where the budget, project type, location and market allow a higher delivery risk. The bid award is made to the lowest responsible, responsive bidder. Bidding is publicly advertised and is open to any firm that can meet bonding, licensing and any other minimum qualifying criteria. Broadly, work between \$1 million and \$5-\$8 million (adjusted as the economy changes) that is simpler, represents smaller risk, has fewer potential complications and/or requires a reasonably common level of experience and expertise will be solicited through traditional bid.*

*We may use Construction Manager at Risk for some of our projects, where we determine that the higher costs associated with the CMAR process adds benefit and value to the project. If CMAR is used, the selection process will be a qualification based selection process as required by State statutes, similar to that used for design consultants. Generally, work above \$4-\$5 million (adjusted as the economy changes) that is more complicated, represents greater risks, has more potential complications, multiple phases, has a tighter time frame that would benefit by fast tracked work, or work that requires a specialized skill, experience or expertise will be offered as CMAR.*

*We don't foresee using design/build for many projects at this time. The process' advantages often don't mesh with the deliberate, slower, multiple-user, all-inclusive process found in our work, but each project has its own circumstances. If Design/Build is used, it may be a one-step, purely qualifications based process, similar to CMAR, or may be a two step, qualifications followed by price proposal, as allowed by Statute.*

**FAQ: Are outside architects, engineers or contractors able to participate in the selection process?**

*By Statute, we are required to place a licensed design professional on each selection committee for design professionals. Similarly, we are required to place someone in senior management from a licensed contracting firm on any selection committee awarding a CMAR or design/build contract. All of our District project managers are licensed architects and generally serve in that role for consultant selections. However, we are open to having outside design professionals join us. We need the help of construction professionals for our CMAR and design/build selections. If you are interested and want to see how a public agency selection process works from the inside, please send an e-mail to [Arlen.Solochek@domail.maricopa.edu](mailto:Arlen.Solochek@domail.maricopa.edu) with your name, phone number*

*and indication of interest. You will not be able to participate in a selection committee when your own firm is applying or under consideration. Our selection process generally takes about four to six hours to review RFP's (done at your own location), another hour to rank them in a meeting with the selection committee, and then from half to a full day for interviews and final selection.*

**FAQ: Do firms that have done work for the District before have an advantage in being selected for new work?**

*Again, we try to match the best firm for the particular project, with no firm having a particular advantage over any other firm. Firms with prior District project experience- if that experience was positive for both our users and the firm - may have a slight advantage in that they are more familiar with our selection process or with the campus or personnel on that campus. Each project has a different selection committee and most committee members are doing this for the first time. They generally will not have first hand knowledge or experience with any of the firms competing and thus would not provide any advantage to a firm, but news about poor work spreads quickly.*

*Often, the personnel at a firm change and the people that did the prior work are no longer there. Since we try to match experience and personal chemistry as a priority, this turnover often precludes any favoritism of firms from prior projects.*

*The District also tries to spread the work to many firms and our ranking criteria does include a small points reduction for firms with significant recent projects for the District. We feel that this offers a leveling for new firms or those firms without recent District projects.*

**FAQ: What services do you generally contract for through your consultant team and what do you generally provide directly?**

*Typically, our consultant team provides all the usual specialty sub-consultant areas: civil, structural, mechanical, electrical engineering, and cost estimating; landscape design; along with specialty designers or technical consultants for a particular project, like food service, lab design, library, acoustic, etc. The design team's civil engineer also will provide the site survey for the project site.*

*The District provides geo-technical and materials testing services, roofing (through a standard set of details and roofing assembly), and hazardous materials consulting and abatement through firms under direct contract with the District. We will discuss which team will provide test and balance services and generally will directly contract for commissioning services. Audio/visual systems design may be provided by the college, by a consultant direct to the District, or through the consultant team, and will be determined prior to the RFP.*

**FAQ: Do you have standard agreements for design and construction services?**

*The District has standard agreements for design services, traditional bid construction, and CMAR. The design consultant agreements are a custom written documents for Maricopa but will be moving to a version of the AIA B103 in 2017/18. Construction agreements for traditional bid and CMAR are edited versions of standard AIA Owner-Contractor and General Conditions for Construction documents. We advise firms to review the contracts prior to offering proposals and*

*state any objections within their proposal. Once proposals are submitted, if no objections are stated within the proposal, we assume that the offered terms and conditions are acceptable to you. Standard draft contracts may be seen on the Facilities Planning web site under the “For Contractors and Consultants” link on the left side. The draft contracts will be modified to reflect the specific services and scopes for each project, but typically the terms and conditions remain essentially as shown.*

**FAQ: Will you be doing interviews for the projects following a short list?**

*We reserve the right to select a consultant or contractor solely from the written response to the RFP alone, so make sure that this is your best effort. We generally do three to six interviews for all projects and want to talk directly with the personnel proposed for the project.*

**Submittal Information**

**FAQ: Your RFP’s show a page limit on the submittal. What is included in the page limitation and how strict are you?**

*Our intent with the page limit requirement is to have firms provide sufficient, concise information. Our selection committees often have 15-25 submittals to read and rank, and page limitation is a matter of survival as well as fairness. We do not necessarily count the pages and being a page or so over will not disqualify the submission. We will count each page that has text, graphics or photographs, including resumes and the cover letter. If material is on both sides of the page, we will count that as two pages. We will NOT count the following as pages: front and back cover of the submittal, dividing tabs, table of contents if one is provided, required letters from insurance companies/surety or financial institutions for CMAR’s, the AIA A305 Contractor Qualifications form (including a reasonable number of supplemental pages for the Maricopa additions to the standard A305 form), and other required attachments including the non-collusion affidavit and signature pages.*

**FAQ: Will it work against us if we do not respond to this RFP after picking one up or showing interest?**

*No. The only time something will work against you is if you get a contract and don’t perform well. We want you to evaluate each project and if you have the time and manpower, the interest, commitment, and the ability to do the work profitably, please respond. We expect that those who respond are truly interested in the work and prepared and staffed to do the project if selected. If you have downloaded the RFP and will not be responding, please let Purchasing know so that you are not dropped from their notification list for failing to respond.*

**MBE/WBE/Minority, and Small Business Concern (SBC) Firm Participation in our Contracts**

*We encourage all firms, large or small, under every type of ownership, to propose on our projects.*

*With changes in Arizona law from Proposition 107 approved by voters in November 2010, we no longer provide any additional points, evaluation, or advantage for MBE/WBE firms. At this time, there is no District policy or advantage provided for Veteran owned businesses.*

*We are interested in increasing participation in our projects by Small Business Concerns (SBC). This is purely a voluntary effort with no mandatory participation goals or set aside percentages. A small number of points are awarded in the RFP evaluation process for the prime firms being an SBC and for consultant selection, SBC participation in proposed sub-consultants.*

*Firms may qualify as an SBC in one of two ways. The first is if a firm already is designated as a Small Business Enterprise (SBE) by any Federal, State, or local governmental or public entity. A second method is through self-certification, using a combination of firm size and/or annual revenue, as described in the MCCCCD Purchasing Procedures Manual, Chapter Eleven: Supplier Development Program*

*(<https://business.maricopa.edu/sites/default/files/New%20Purchasing%20Manual%20-%20100616.pdf>).*

*If you are first self-certifying for this RFP, please clearly state the employee count and/or revenue that meet the criteria requirements. Note that additional information may be required by Purchasing to substantiate the self-stated criteria.*

*Consulting teams need to identify whether the prime firm and/or any proposed sub-consultants are SBC's in their RFP response. CMAR's will identify whether they are an SBC and discuss SBC participation for subcontractors in their required Subcontractor Selection Plan in the RFP response.*

*Prime consultant and contracting firms, including JOC's, will provide a report of anticipated SBC expenditures at the time all initial subcontract agreements have been signed and then provide a report at the end of the project showing actual SBC expenditures.*

### **Miscellaneous Issues**

#### **FAQ: Will you hire one design firm and/or one contractor per campus to do all of the projects for that location?**

*No. We try to provide the best match of consultants and contractors (if CMAR or JOC is used) for each project's specific unique needs, including consideration of the "chemistry" between our user group and the selected firm, etc. While we sometimes group like projects or similar projects that are located next to each other at a site into a single project for efficiency and coordinated work, most projects are stand-alone. A separate selection process is done for each project. It's possible that the same firm may be selected for more than one project on a campus through a second, independent selection process.*

#### **FAQ: I'm a sales rep and I'd like to have my product listed in the project's specifications. May I/should I, contact the Facilities Planning project manager? Does the owner drive the product selection or specifications?**

*With very few exceptions, our design consultants select the products that are used in our projects based upon their professional judgment and what is appropriate and proper for the specific application/situation. You are welcome to visit with Facilities Planning and discuss your product, but we will not dictate to a design professional what he or she should use. You should visit the firms and designers who are most likely to specify your products and familiarize them with your product lines.*



**FAQ: Will you be using an outside project manager/program manager?**

*No, all project and program management is provided through in-house Facilities Planning staff.*

**FAQ: Will the District require “green buildings”/sustainable design/LEED certification for a project?**

*At this time, the District has not adopted a policy requiring LEED ratings or other sustainability certification requirements for our projects. Each college has the option of requesting LEED certification for their own project and some have elected to do so, including funding the additional costs. We are strong supporters of sustainable, environmentally responsible design regardless of certification, including many of the ideas and objectives suggested by LEED. For projects that will not seek sustainability certifications, the project still will be designed and tracked to the equivalent of LEED Silver, looking at what if any LEED concepts may be applicable and practical to adopt for a project.*

*All new construction projects are required to be designed to meet exceed ASHRAE 90.1 requirements for energy conservation.*

**FAQ: Will we be requiring building commissioning for our construction?**

*At this time, we do not intend to use a formal commissioning process for our building or building systems unless the project requires LEED or similar certifications that in turn require commissioning.*

**FAQ: Do you have an annual services/on call contract program for consultants and contractors?**

*Maricopa has an annual services/on-call program for many consultant services. We solicit proposals from architects, engineering and many facility related consulting services including geo-technical services, plan review in lieu of formal municipal permitting, cost estimating, hazardous materials testing, etc. We will select from two to as many as eight firms in each area depending upon what we foresee the needs will be in the discipline over the following five year contract term. Because of the limited size of these purchase orders, annual services projects tend to be smaller maintenance and capital projects. Very few, if any, of the bond projects will be done through these contracts (except for the direct-to-Owner services like geo-technical and materials testing, commissioning and plan review). These are annual contracts, renewable for an additional four years for a maximum term of five years. These contracts limit purchase orders to \$150,000 per any single project and \$350,000 combined annual total for all projects in any contract year. The annual services five year agreements started July 1, 2015.*

*For construction work, Maricopa uses a Job Order Contracting (JOC). Projects are limited to \$1,000,000 per project with no annual total limit. The JOC five year agreements started July 1, 2014.*

*Both the consultant annual services and JOCs are obtained through the standard RFP process.*



**FAQ: Do you have design standards?**

*We have produced a series of “Guidelines” for general design issues and philosophy, along with specific instructional and support area guidelines. These Guidelines are requirements within the design team’s contract. These may be seen on the Facilities Planning web site at <https://business.maricopa.edu/facilities-planning-development> under the “For Contractors and Consultants” button. Look for the General Design Guidelines, Classroom Design Guidelines, and Non-Classroom Space Guidelines.*

**FAQ: Who can I talk to regarding a specific project?**

*Please contact Facilities Planning and Development office with questions.*

**FAQ: I’d still like to meet with someone to give them a chance to learn more about our firm. Who do we contact for this?**

*We always are interested in meeting firms and learning more about their potential involvement in our projects. If you would like to schedule an appointment, please send an e-mail to: [Arlen.Solochek@domail.maricopa.edu](mailto:Arlen.Solochek@domail.maricopa.edu) and we will contact you to set up an introduction or update meeting.*

**Sample Consultant Selection Criteria, etc. follow on the next page**

**Sample Consultant Selection Approach and Criteria from a prior District project**

*Each project's criteria and points may differ. This is an example from one single project*

	Points	X	Factor	
A. Firm experience in similar projects	0-5	x	10	=
B. Qualifications of proposed personnel/consultants team	0-5	x	8	=
C.1 <u>Specific project experience in Native American design</u>	0-3	x	5	=
C.2 Bonus Points: Experience with Large meeting room design an meeting support space	0 to 5	x	1	=
C.3 Bonus Points: Exterior with exterior gathering spaces both large and small	0 to 5	x	1	=
D. *Availability of personnel/office work load (size of staff)	0-3	x	5	=
E. <u>Understanding &amp; Approach to the project</u>				
1) Native American or cultural design themes	0 - 5	x	2	=
2) Risks and opportunities related to the SITE	0 - 5	x	2	=
3) Mixed use educational / community projects	0 - 5	x	2	=
4) Designing a building when only 75% might I	0 - 5	x	2	=
5) Other significant issues, ideas or challenge	0 - 5	x	2	=
F Other factors:				
*Recent contracts with District	-3 to 0	x	2	=
				<i>list recent projects and value&gt;&gt;&gt;</i>
G References	- 5 to + 5	x	3	=
				<i>list out of town components&gt;&gt;&gt;&gt;</i>
H *Located outside Phoenix metro area	<u>"-5 to 0</u>	<u>x</u>	3	<u>=</u>
<b>TOTAL</b>	total 180 points possible			



**Sample CMAR Selection Criteria**

Each project's criteria and points may differ. This is an example from one single project

Criteria	Points	X	Factor	1
<b>General Information</b>				
A. *Firm Information, Organization and History, and Financial Data Wrkg Cap > 1.0, profit > \$0, Retrn on assets >1.0	Deductive points only (unlimited)	x	2	=
B. *Current and Projected Workload	0 to 3	x	5	=
C. <u>Previous experience in similar type projects</u>	0 to 5	x	7	=
D. <u>Experience of key personnel assigned to this Project</u>	0 to 5	x	5	=
<b>FTE Pre-Con and Constr&gt;&gt;&gt;</b>				
*Proposed manpower/staffing levels	0 to 3	x	5	=
<u>Understanding and Approach to the Project</u>				
Working relationships on culturally sensitive pro	0 to 5	x	2	=
Efficiencies of 3 bldg design vs. single bldg cor	0 to 5	x	2	=
Working in a team relationship with owner & ar	0 to 5	x	2	=
Approach to cost estimating	0 to 5	x	2	=
Other issues, opportunities or challenges	0 to 5	x	2	=
F. <u>Sub-Contractor Selection and Pre-Qualification Program</u>	0 to 5	x	5	=
G. References	0 to 3	x	5	= (Reference
H. *Safety Program/Record	0 to 5	x	2	=
<b>show EMOD rate&gt;&gt;&gt;</b>				
Indicate if contractor: no self perform/little self perform/moderate self performs work>>>				
I. Other factors:				
<b>list recent projects and value&gt;&gt;&gt;</b>				
*Recent contracts with District	-5 to 0	x	1	=
*Firm size matching project	0, +2 or +5	x	1	=
<b>list out of town or team members&gt;&gt;&gt;</b>				
J. Office located outside Phoenix metro area	-5 to 0	x	1	=
<b>TOTAL</b>	<i>max 183 points possible</i>			.....
<b>RANK</b>	.....			



**Sample question from A/E Interview:**

Acoustic needs will play a key role in making many of the proposed teaching spaces usable. Based on your experience and what you've read in the education specifications, tell us about any specific acoustic issues in two areas: (a) motion picture/television post production "smart "lab and (b) in normal classrooms.

*Follow up question: Are you familiar with the new ANSI standard on Classroom Acoustics. If so, what implications does it have for a projects like ours?*

**Sample question from CMAR Interview:**

As compared to college classrooms, performing arts centers are highly specialized buildings, requiring complicated coordination between many special systems and equipment. Tell us about one or two lessons that you've learned about from your previous performing art center experience that will directly apply to this project.