

APPENDIX D
COMPANY PROFILE

1. Number of years as a Contractor: 71
2. Number of years the Company Office Administering the Contract has been staffed and operational: 71
3. Does the Company have experience working with the Commonwealth on Construction Contracts as a Prime Contractor (circle one): Yes No
- a. If you answered Yes to question 3, enter the number of years' experience your Company has working with the Commonwealth on Construction Contracts:
 31
4. Does the Company have experience working with Job Order Contracting (circle one):
 Yes No
- a. If you answered Yes to question 4, is the experience as a Prime Contractor, Subcontractor or Both (circle one): Prime Contractor Subcontractor Both
- b. If you answered Yes to question 4, identify which Job Order Contracting Programs you have experience with: Department of General Services - JOC,
Pennsylvania Turnpike Commission - JOC, Keystone Purchasing Network - JOC,
United States Postal Service - JOC
5. Attach an Additional Sheet(s) describing your Company and its services. Is the Additional Sheet(s) attached (circle one): Yes No
6. Attach a Letter from the Proposer's Insurance Carrier, on the Insurance Company's Letterhead, Stating the Proposer's Experience Modification Rate (EMR) for the Past Three Calendar Years. Is the ERM letter attached (circle one): Yes No

7. Description of the Work the Proposer Intends to Self-Perform: (Attach an additional sheet(s) as necessary):

Clark Contractors, Inc. intends to self-perform the following services: Excavation, Concrete, Metals, Woods & Plastics, Doors, Specialties and Plumbing.

8. Description of the Work the Proposer intends to Subcontract (Attach an additional sheet(s) if necessary):

Clark Contractors, Inc. intends to subcontract the follow services: Thermal & Moisture, Windows, Finishes, HVAC, Electrical and Communications.

9. Under what other or former names has your organization operated?

Paul A. Clark 1952 - 1982

Paul & Richard Clark 1982 - 1999

Clark Contractors, Inc. 1999 - Present

CLARK CONTRACTORS, INC.

COMMERCIAL & INDUSTRIAL CONSTRUCTION



PROJECT PORTFOLIO

CLARKCONTRACTORINC.COM

JOC CONTRACTS

DGS JOC Contracts

2020 - Present:	3 General	7 HVAC	7 Plumbing	1 Electrical
2016 - 2020	1 General	3 HVAC	3 Plumbing	1 Electrical

PA Turnpike Commission JOC Contracts

2021 - Present	5 General	3 HVAC	5 Plumbing	1 Electrical
2017 - 2021	5 General	3 Plumbing	1 Electrical	
2013 - 2017	4 General	1 HVAC	5 Plumbing	1 Electrical
2008 - 2012	5 General	5 Plumbing	1 Electrical	

Keystone Purchasing Network JOC Contracts

2020 - Present	5 General	2 HVAC	3 Plumbing	1 Electrical
2016 - 2020	1 General	2 HVAC	2 Plumbing	1 Electrical
2012 - 2016	2 General	3 HVAC	3 Plumbing	1 Electrical

United States Postal Service IDIQ/JOC Contracts

2008 - 2011	Western PA
2008 - 2011	Central PA



The Cincinnati Insurance Company ■ The Cincinnati Indemnity Company
The Cincinnati Casualty Company ■ The Cincinnati Specialty Underwriters Insurance Company
The Cincinnati Life Insurance Company

DAVID G. KELLER
Field Director Surety
Surety Department

October 28, 2022

Department of General Services
Arsenal Building 1800 Herr Street
Harrisburg, PA 17103

RE: Clark Contractors Bonding Information for DGS A-2022-0001-JOC

The Cincinnati Insurance Company will bond Clark Contractors up to \$50,000,000.

Bonding Capacity
\$50,000,000 aggregate

Bonding Outstanding
\$20,000,000

Length of time bonds have been provided
Cincinnati has provided bonds for 23 years

Amount of working capital required to maintain the bonding capacity
\$5,000,000

Boding company appears on Treasury Department Circular 570
The department of the Treasury's Listing of Approved Sureties (Circular 570) dated 7/1/22 shows the Cincinnati Insurance Company (NAIC #10677) with an underwriting limitation of \$712,110,000.

Sincerely,

David G. Keller
Field Director Surety



FOR RELEASE:
June 3, 2019

NEWS RELEASE

MEDIA CONTACT:
[YOUR MEDIA CONTACT HERE]

**Clark Contractors Inc. and Stephen C. Richards are recognized with the
Award of Merit for Outstanding Principles
and Practices in Job Order Contracting**

Fort Indiantown Gap, Pennsylvania - Clark Contractors Inc. and Stephen C. Richards has been recognized as a 2018 Award of Merit Winner in the Harry H. Mellon Awards in Job Order Contracting for Outstanding Principles and Practices in its involvement in the Apache Village Heating, Cooling, Domestic Hot and Cold-Water System Failure Project with Department of Military and Veteran Affairs.

The DMVA was looking for a permanent solution to stabilize and repair the deteriorated hot/cold closed loop system that fed water for cooling, heating as well as domestic hot and cold water supplying multiple building systems. Job Order Contracting was chosen because of the program's flexibility and rapid response. Clark Contractors Inc. and Stephen C. Richards was able to ensure that base operations and readiness was maintained, while quickly identifying and recommending an alternative and efficient solution to the agency's initial emergency reaction plan.

Job Order Contracting is a competitively bid procurement process used by building and infrastructure owners to save money by fast-tracking repair and alteration projects based on locally priced construction tasks and competitively awarded contracts. Since its invention in 1982, Job Order Contracting has developed into a popular solution for public agencies, such as municipalities, school districts, colleges and universities, transit systems and public housing authorities, to manage and expedite many construction projects.

The Harry H. Mellon Award of Excellence in Job Order Contracting is named for the inventor of the procurement process and is the highest honor in the industry. Award of Merit finalists are announced each year, with one of them going on to win the Harry H. Mellon Award of Excellence in Job Order Contracting. A panel of industry experts chose the finalists and winner from among the projects submitted based on adherence to Job Order Contracting principles, innovation, complexity, special circumstances and overall time and cost savings. Clark Contractors Inc. and Stephen C. Richards provided: revised work scope, all layout and drawing design concepts, product research, specifications and submittal documentation, project scheduling and coordination, demolition, excavation, gas/ domestic water/ sanitary/storm water utilities, plumbing and HVAC installation.

Since 2007, this award has recognized the facility owners, managers and contractors who perform the essential, yet often thankless, repair, alteration and maintenance work that is the core of the Job Order Contracting system, in an efficient and effective manner. The awards are sponsored by Gordian, the creator Job Order Contracting and several related construction-procurement systems. Gordian is the Job Order Contracting Industry Expert, and as such, advances the discipline through innovation, education and recognition.

ABOUT Clark Contractors, Inc.

The Company

Since 1951, Clark Contractors, Inc. has performed commercial and industrial work for a wide range of clients throughout Pennsylvania. As a family-owned business for three generations, we have built our reputation on quality, job planning, organization, technical knowledge and hard work. These important factors have led to thousands of successfully completed projects. Our expertise extends to retail storefronts, banking, service plazas, healthcare clinics, warehouses, industrial manufacturing facilities and more.

Our Team

Our team is composed of some of the region's most experienced estimators, project managers, safety coordinators and job site supervisors. Together we work to orchestrate a smooth and stress-free project for each owner, from the initial bidding and planning phases to the timely completion of the work. We are experienced in construction management in the following fields: commercial buildings, industrial facilities, and institutional projects.

Aside from project management and site work, we can also provide concrete, HVAC, wood, plastic, plumbing, electrical, masonry, and other work. In short, we cover everything you need to see your project through to completion.

The Keys to Success for Your Project

Some of our key components for successful construction management include owner integration, coordination meetings, quick turnaround of documentation and a relentless approach for customer satisfaction. With deep roots in Pennsylvania, we believe in treating our customers like the neighbors they are - by delivering excellent service every step of the way. We help area businesses grow and promote the overall economic growth of our region.

Keeping You on Schedule and on Budget

It has always been our second nature to complete projects on schedule and on budget. Owners can rely upon us to provide the necessary tools and knowledge to make their projects stay within budget and on time.

Whatever your project demands, Clark Contractors meets your business needs throughout the construction process.



CLARK CONTRACTORS, INC.

COMMERCIAL & INDUSTRIAL CONSTRUCTION



CAPABILITIES

Your Full-Service Commercial & Industrial General Contractor

Clark Contractors provides a comprehensive range of construction services for retail properties, banking and insurance buildings, healthcare and medical centers, industrial facilities, warehouses, manufacturing plants, and more. Whatever your business needs are, we can ensure they are met throughout the construction process.

Metal Buildings

Concrete Foundation Services

Wood & Plastics Construction

Commercial & Industrial Plumbing

Office Building Renovations

Concrete Replacement & Repair

Roofing & Insulation Contractors

Commercial Excavation

Commercial & Industrial Concrete Services

Commercial & Industrial Masonry Services

Commercial Door & Window Installation

Commercial Building Finishes

METAL BUILDINGS



Many companies in Pennsylvania are selecting metal - specifically structural steel construction - to meet their building requirements.

Steel can be preferable to traditional construction materials for a number of industrial and commercial applications. Some of the advantages of metal building construction include:

- **Cost:** Steel is much cheaper than wood and brick, making it a cost-effective choice for large industrial spaces or other commercial construction. Steel building components are also easy to repair or replace.
- **Speed:** Steel buildings employ modular components to expedite construction and reduce building costs. Oftentimes a build can be completed in as little as a few weeks!
- **Efficiency:** Steel building components are made primarily of recycled materials and can be outfitted with cool roofs and high efficiency insulation, keeping your monthly utility costs low.

CLARKCONTRACTORINC.COM

OFFICE BUILDING RENOVATIONS



A professional office renovation by our expert team can provide a cost-effective alternative to brand-new construction, which can positively impact your business's bottom line.

Whether office space or entire office building renovations are in order, careful planning is the key to a successful project outcome. It is essential to evaluate your present needs and what you expect your needs to be in five to ten years.

Our team of experienced office renovation professionals will take the time to gain an understanding of your current and future space and functional requirements to help you develop the best office design for your unique situation.

In cases involving office building renovations where several companies occupy the facility, we will work to develop a coordinated plan that includes input from the building owner and all tenants that the project will impact.

CLARKCONTRACTORINC.COM

COMMERCIAL CONCRETE SERVICES



Clark Contractors is a full-service concrete contractor serving Pennsylvania.

Concrete is the basis of almost any commercial building — if you're not working with a concrete contractor you can trust, your build can be severely compromised.

We can help you choose the right mix for your project and coordinate laying foundations and other components, including parking areas and walkways.

We complete decorative treatments and other finishes to turn a drab concrete floor into an appealing open space for your customers.

No matter your needs, Clark Contractors will work with you and use our experience and expertise to provide the best possible solution.

CLARKCONTRACTORINC.COM

INDUSTRIAL CONCRETE SERVICES



Concrete is the foundation of many industrial buildings, but when it comes to concrete floor coating services it takes an experienced, capable concrete contractor with a proven track record of success to ensure the job is done on time and within budget.

Whether you operate a manufacturing plant, distribution center, food processing operation, storage facility, wastewater treatment plant, or any other type of industrial facility, you need specialized industrial concrete services that can meet your unique construction requirements.

In addition to offering a comprehensive selection of industrial concrete services for new construction, we can perform expert work on existing structures.

Our team of certified ACI Concrete Flatwork Technicians can seal cracks and perform other types of major or minor repair tasks with speed and efficiency.

CLARKCONTRACTORINC.COM

CONCRETE FOUNDATION SERVICES



Our 60 years of experience as concrete foundation contractors in Pennsylvania have helped us determine the right way to install a concrete slab. Because of the region's colder climate, it is imperative to install a deeper foundation to protect against the detrimental effects of frost heave.

We also consider the facility's size, use, and location when determining the most appropriate foundation for your structure. For instance, a high-rise building requires deeper footings and additional reinforcement to accommodate the heavier load. In addition, we can install concrete pads, which are concrete slab foundations designed to support structures other than in-ground buildings.

We employ a team of certified ACI Concrete Flatwork Technicians with extensive experience in rebar placement, and other time-tested concrete installation techniques. Our techs participate in ongoing training to ensure they remain up-to-date on the latest industry innovations.

CLARKCONTRACTORINC.COM

CONCRETE REPLACEMENT & REPAIR



Even the most well-built concrete component could develop cracks or begin showing wear and tear as it ages.

The good news is that if you own a commercial establishment in Pennsylvania, Clark Contractors can help repair or replace your building's aging concrete.

Our team of certified ACI Concrete Flatwork Technicians can quickly diagnose the issue and recommend the most appropriate concrete foundation repair technique for the job. Depending on the nature and extent of the damage, this could include concrete leveling, a relatively simple, low-cost solution.

Extensive concrete foundation repair jobs may require more complex procedures, such as stabilization or reinforcing measures.

If it turns out that your building's concrete foundation is beyond repair, you can trust Clark Contractors to handle your replacement project.

CLARKCONTRACTORINC.COM

COMMERCIAL EXCAVATION



No industrial or commercial construction project can move forward without moving some earth.

Because we offer complete project management and site construction services, we understand the needs of a commercial build better than other contractors who focus exclusively on excavations.

Depending on factors such as the condition of the land, the time of the year, and the size and scope of the construction project, it may require any number of tasks to complete an excavation job.

We offer a variety of earthwork and commercial excavation services, including clearing brush, stripping and backfilling topsoil, preparing foundations for construction, and more.

Our state-of-the-art equipment fleet includes hydraulic excavators, backhoes, and other heavy machinery that can handle even the most challenging digging conditions.

CLARKCONTRACTORINC.COM

COMMERCIAL & INDUSTRIAL MASONRY SERVICES



Our team has experience in various projects, including retaining walls, structural foundations, bearing walls, structural openings, fire partitions, curtains, walls, veneers, precast cultured stone, and various specialties. From stucco and brickwork to concrete and granite, we can do it all – we have extensive experience working with a wide range of materials.

Because of our long history and deep knowledge of commercial builds, we can meet the specific masonry needs of your business, whether you're a bank, healthcare facility, retail storefront, or manufacturing facility.

Contact us specifically for masonry work or top-to-bottom construction – and our team will provide trained employees, experienced layout, and in-depth knowledge of all relevant products, tools, and installation techniques. We will ensure all masonry work is completed up to code and that any necessary testing/certification is done..

CLARKCONTRACTORINC.COM

WOOD & PLASTICS CONSTRUCTION



Our team has tackled all types of carpentry projects, including complete wood frame buildings ranging from one to four stories, renovations, roofing projects, interior woodwork, architectural millwork, rough framing, and post-and-beam.

We can work specifically on the individual components of your build or provide overall project management services that will streamline the process from start to finish.

Over the years, one of the primary keys to our success has been our team of experienced carpenters, who are fully trained in various carpentry techniques and share our commitment to a fine finished product.

We also own our millwork facility, allowing us to quickly produce custom orders of cabinetry, moldings, and other wood finishing elements.

For everything we do, we rely on our vast knowledge of past carpentry projects to give us a unique ability to move quickly, safely, and with the precision to complete your project without flaws.

CLARKCONTRACTORINC.COM

ROOFING & INSULATION CONTRACTORS



Over the years, we have tackled many projects, including complete re-roofs, new roof installations, fascia, and gutters. This experience allows us to coordinate better with our subcontractors and expedite the build process during this crucial stage.

Investing in high-quality heat and moisture protection can ensure the comfort of your staff and your customers, improve the efficiency and accuracy of your workflow and increase the service life of your essential equipment.

Our subcontractor partners and in-house roofing experts share a vast knowledge of EPDM roofing, modified systems, ballast systems, shingles, TPO, sprayed membrane air barriers, and foundation waterproofing systems. This gives us a unique advantage because we can move quickly, safely, and precisely to complete your project without flaws.

CLARKCONTRACTORINC.COM

COMMERCIAL DOOR & WINDOW INSTALLATION



Doors and windows are an essential part of any commercial construction project – when in the planning stages for a new industrial building, don't overlook the benefits of choosing a contractor with experience in door and window installation.

Relying on a combined experience of 60-plus years, our team can tackle any carpentry project, including complete wood frame buildings, renovations, window replacement projects, interior woodwork, and rough framing.

Key components to our success have been our experienced carpenters, training techniques for new carpenters, ownership of our millwork facility, commitment to a fine finish product, and retention of skilled carpentry techniques.

Relying on extensive experience from completed carpentry projects gives us a unique advantage when installing doors, windows, and other components. We can move quickly, safely, and precisely to complete your project on time and within budget.

CLARKCONTRACTORINC.COM



COMMERCIAL BUILDING FINISHES



Clark Contractors, Inc. can complete a wide range of finishes with associated experienced subcontractors if needed.

Relying on a combined experience of more than 60 years, our team has successfully tackled projects of all kinds, including complete wood frame buildings ranging from one to four stories, renovations, interior woodwork, architectural millwork, fire restorations, and interior fit-outs.

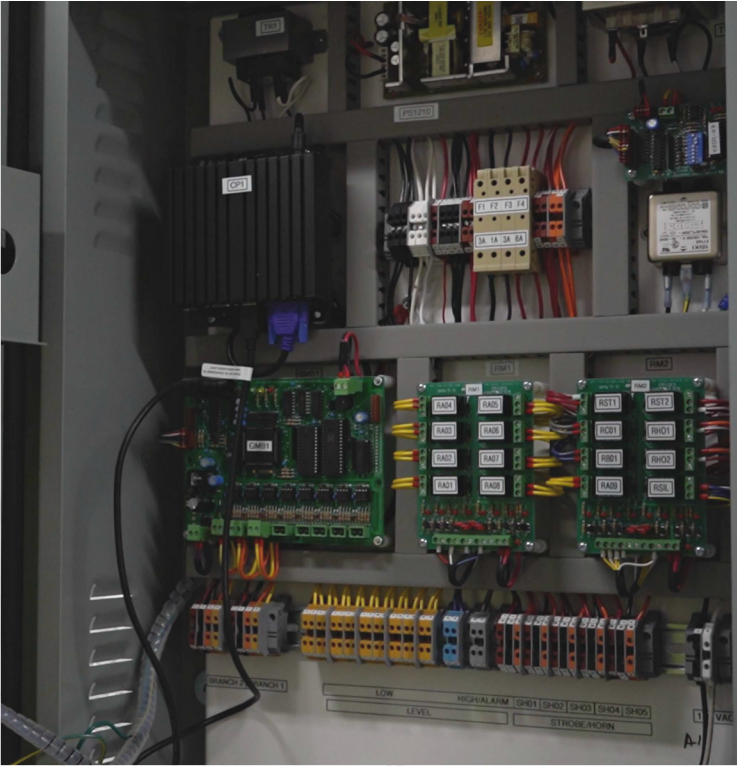
Our commitment to success includes hiring experienced carpenters and providing extensive training to quickly bring new staff members to the high standards we demand and our clients expect.

We own our millwork facility, which allows us to quickly turn around custom moldings, cabinetry, doors, and other finishing components.

Our team is committed to a fine-finished product for every job we take on through skilled carpentry techniques.

CLARKCONTRACTORINC.COM

COMMERCIAL ELECTRICAL INSTALLATIONS



Commercial electrical work can be time-consuming and expensive, particularly when a building has not been adequately prepared to accommodate the needs of your business. As specialists in all aspects of the build process, Clark Contractors, Inc. can ensure the final electrical work on your new facility is completed promptly and cost-effectively.

Relying on a combined experience of over 60 years, our team has tackled various electrical projects, including new installations of electrical gear systems and generators, complete re-lamping of facilities, underground service installation, parking lot lighting, energy management, and communications.

We have previously overseen builds of healthcare, manufacturing, and warehouse spaces, and we understand the unique power needs of these and other specialized facilities.

CLARKCONTRACTORINC.COM

HEATING, VENTILATION & AIR CONDITIONING



Our professional team of HVAC construction contractors can handle projects of any type, size, and scope.

Our list of completed HVAC installation projects in the central and western PA regions encompasses everything from hospitals and other healthcare facilities to retail stores, hotels, schools, office buildings, and much more.

We provide expert installation of all types of HVAC products and systems, including:

- Geothermal systems
- Rooftop air handling units
- Boilers
- Water heaters
- HVAC ductwork
- Automatic temperature controls and associated venting and piping

Our extensive subcontractor network enables us to find the right company for the many specialized applications involved with the HVAC installation projects — you'll never have to worry about scrambling to find a subcontractor on your own.

CLARKCONTRACTORINC.COM

COMMERCIAL & INDUSTRIAL PLUMBING



Whether you're looking to retrofit an older facility or install a complete system in a new construction, we can provide everything for your building's plumbing needs from one vendor.

Relying on over 60 years of construction experience, our team has tackled many plumbing projects, including new installations of water & sewer, pumps, water heaters, gas lines, air lines, and associated venting and piping.

Plumbing requirements for commercial constructions can be highly complex, whether building a manufacturing facility with precise temperature control needs or a retail storefront where customer comfort is essential.

Efficiently meeting the needs of your business requires sophisticated engineering and a team who knows how to install commercial-level plumbing systems properly.

We'll ensure your completed facility is as powerful and efficient as possible.

CLARKCONTRACTORINC.COM



HIGHLIGHTED PROJECTS

There are many things to consider when undertaking any commercial construction project. That's why it is essential to choose experienced commercial contractors who understand what it takes to achieve a successful project outcome.

Our expert commercial and industrial contractors can help you complete your project on time and within budget. We can provide consulting and management services for every aspect of your build, from bidding on suppliers and sourcing materials to installing plumbing and other utilities.

We bring years of commercial contracting experience to every project. Our team has successfully led the design and building of retail, healthcare, hospitality, industrial, and many other commercial spaces.

**Salt Storage Shed - 55M
Maintenance Facility**

Pennsylvania Turnpike Commission
Southern Beltway

Corporate Airport Hangar

Bedford County Airport

**Metal Fabrication &
Accessible Entrance**

Indiana University of Pennsylvania

**Western Pennsylvania Region
Trade Shop & Microgrid**

Pennsylvania Turnpike Commission

**Industrial Production
Facility**

CaptiveAire

Owen J. Dougherty Field

Indiana University of Pennsylvania

SALT STORAGE SHED - 55M MAINTENANCE FACILITY

Pennsylvania Turnpike Commission - Southern Beltway



Contract Date: July 2021

Completion Date: December 2021

Constructed a 15,867 sq. ft. salt storage building. Work included mobilization, site work, rebar placement, foundations, poured concrete walls, wood framing, laminated wood trusses, finishes, electrical, and pavement.

CLARKCONTRACTORINC.COM

CORPORATE AIRPORT HANGAR

Bedford County Airport



Contract Date: November 2019
Completion Date: September 2020

Constructed approximately 13,00 sq. ft. of hangar space with approximately 3,000 sq. ft. of adjoining unfinished tenant space.

Construction activities included earthwork, asphalt paving, stormwater controls, concrete foundations and slabs, steel building, interior and exterior finishes, and landscaping.

CLARKCONTRACTORINC.COM

METAL FABRICATION & ACCESSIBLE ENTRANCE

Indiana University of Pennsylvania



Contract Date: June 2020

Completion Date: August 2020

Removed existing concrete ramp and hand railing system. Formed and poured new concrete ramp in accordance with ADA standards for accessible design. Installed custom fabricated aluminum system.

CLARKCONTRACTORINC.COM

WESTERN PENNSYLVANIA REGION TRADE SHOP & MICROGRID

Pennsylvania Turnpike Commission



Contract Date: November 2020

Completion Date: October 2021

Generating 1.3 megawatts of electricity, this solar field was constructed from 3,300 panels, each generating 425 watts of power. Also built a 14,642 sq.ft. one-story masonry building for trades.

Installation included; office, training rooms, shop, kitchen and restrooms. Work included; site work, extensive interior and exterior concrete work, poured concrete walls, exterior split face masonry, exterior CMU, paving, sewer lateral, water sewer, structural bar joist/steel architectural metals, aluminum windows, steel/fiberglass doors, rolling steel doors, painting, acoustical ceilings, ceramica tile, flooring, casework, toilet accessories, lockers, EPDM roof, and miscellaneous work.

CLARKCONTRACTORINC.COM

CAPTIVEAIRE



Contract Date: June 2020

Completion Date: September 2021

We constructed a 102,000 sq. ft. facility for industrial production.

Work included; site preparation, utility services, asphalt paving, landscaping, stormwater systems, building construction, fire protection, plumbing systems, HVAC, and electrical systems.

Finishes included insulated glass and aluminum storefront windows throughout, tempered glass office framing, sealed and polished concrete floors throughout, and architectural tile ceilings.

CLARKCONTRACTORINC.COM

OWEN J. DOUGHERTY FIELD

Indiana University of Pennsylvania



Contract Date: December 2019

Completion Date: June 2020

Excavated existing infield and foul areas down to subgrade. Installed flat drains and stone for positive drainage. Installed perimeter concrete curbing for turf tie downs. Created grading model for sub-base and final grading.

Completed fine grade within 1/8" with total station grading blade. Installed base anchors, home plate, and pitcher's mound. Installed turf on infield and foul area as well as pitcher's bullpens.

CLARKCONTRACTORINC.COM



Regional Office of
KEYSTONE INSURERS
GROUP

October 12, 2022

REFERENCE: Clark Contractors, Inc.
Workers Compensation – Pennsylvania Experience Rating

To Whom It May Concern:

The following represents the PA Experience Modification Rating for the current and past 4 years:

Effective date	Experience Mod Rating Factor
4/22/22	.665
4/22/21	.733
4/22/20	.741
4/22/19	.739

Regards,

REED, WERTZ & ROADMAN, INC.

Donna Pennel
Commercial Lines Customer Service Representative

APPENDIX E

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS EQUAL TO OR LESS THAN \$150,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1. **Client Name:** Commonwealth of Pennsylvania - Department of General Services
2. **Project Name:** General Services Finance Building Sewer Ejector
3. **Project Number:** C RDGS -04 PL
4. **Project Value:** \$52,690
5. **County of Project:** Dauphin
6. **Date of Project Final Acceptance:** 06/27/2008
7. **Company Role in Project (circle one):**

Prime Contractor **Subcontractor** **Multi-Prime Contractor**

8. **Client (circle one):**

Commonwealth Agency **Other Public Entity** **Other**

9. **Project included the following elements (circle all that apply):**

General Construction **HVAC** **Electrical** **Plumbing**

10. **Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional Sheet(s) attached (circle one):** **Yes** **No**

11. **Client Reference for Construction- It is your responsibility to assure that the contact information listed is correct.** If your reference cannot be contacted, this project may not be considered.

References' Name: Nick Clark

Title: Chief, Mechanical
Division

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: General Services Finance Building Sewage Ejector

1. Fabricated and installed a handrail in between the stormwater pit and the sewage ejector to protect against falling
2. Extended the existing ladder to allow for access to the bottom of the pit
3. Removed the metal grating and prep area for rigging
4. Isolated the plumbing fixtures that are currently tied into the ejector
5. Clean and sanitized the ejector tank off hours
6. Removed and disposed of the tank, air compressor, control cabinet and associated piping
7. Set the new fiberglass basin
8. Installed the duplex control panel and duplex sewage ejector
9. Ran PVC piping from new pit and pump and tied into the existing system
10. Startup and testing

APPENDIX E

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS EQUAL TO OR LESS THAN \$150,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1. **Client Name:** Commonwealth of Pennsylvania - Department of General Services
2. **Project Name:** Capitol East Wing Dry Sprinkler Valves
3. **Project Number:** C RDGS-041-PL
4. **Project Value:** \$37,375.64
5. **County of Project:** Dauphin
6. **Date of Project Final Acceptance:** 10/03/2018
7. **Company Role in Project (circle one):**

Prime Contractor

Subcontractor

Multi-Prime Contractor

8. **Client (circle one):**

Commonwealth Agency

Other Public Entity

Other

9. **Project included the following elements (circle all that apply):**

General Construction

HVAC

Electrical

Plumbing

10. **Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional Sheet(s) attached (circle one):** Yes No

11. **Client Reference for Construction- It is your responsibility to assure that the contact information listed in correct.** If your reference cannot be contacted, this project may not be considered.

References' Name: Timothy Burke

Fire Safety &

Environmental

Title: Division Chief

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: Capitol East Wing Dry Sprinkler Valves

1. Remove existing dry pipe valves and dispose
2. Install new Tyco Model DPV-1 dry valves
3. Installed Butterfly Control Valves under each new dry valve
4. Installed new dry system trim and installed low air sensors
5. Install new alarm wiring associated with the new dry valves and low air sensors, tamper switches and control valves
6. Painted new components red.
7. Tested new dry valves

APPENDIX E

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS EQUAL TO OR LESS THAN \$150,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1. Client Name: Commonwealth of Pennsylvania - Department of General Services

2. Project Name: Capitol Museum Waterline Repair

3. Project Number: CR-DGS-054PL

4. Project Value: \$49,262.06

5. County of Project: Dauphin

6. Date of Project Final Acceptance: 12/31/2018

7. Company Role in Project (circle one):

Prime Contractor Subcontractor Multi-Prime Contractor

8. Client (circle one):

Commonwealth Agency Other Public Entity Other

9. Project included the following elements (circle all that apply):

General Construction HVAC Electrical Plumbing

10. Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional

Sheet(s) attached (circle one): Yes No

11. Client Reference for Construction- It is your responsibility to assure that the contact

information listed in correct. If your reference cannot be contacted, this project may not be considered.

References' Name: Nick Clark

Title: Chief, Mechanical Division

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: Capitol Museum Waterline Repair

Repair to Waterline in basement of Capitol

1. Installed new shut off valves and check valves
2. Installed new drain valves and strainers
3. Installed owner supplied mixing valve
4. Cut, removed and replaced leaking pipes
5. Installed new fiberglass pipe insulation on piping
6. Flushed system and checked for leaks

APPENDIX E

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS EQUAL TO OR LESS THAN \$150,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1. **Client Name:** Commonwealth of Pennsylvania - Department of Human Services
2. **Project Name:** Loysville Complex Shower & Bathroom Upgrades
3. **Project Number:** CR-DHS-001-PL
4. **Project Value:** \$77,351.25
5. **County of Project:** Perry
6. **Date of Project Final Acceptance:** 10/10/2018
7. **Company Role in Project (circle one):**

Prime Contractor **Subcontractor** **Multi-Prime Contractor**

8. **Client (circle one):**

Commonwealth Agency **Other Public Entity** **Other**

9. **Project included the following elements (circle all that apply):**

General Construction **HVAC** **Electrical** **Plumbing**

10. **Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional Sheet(s) attached (circle one):** **Yes** **No**

11. **Client Reference for Construction- It is your responsibility to assure that the contact information listed in correct.** If your reference cannot be contacted, this project may not be considered.

References' Name: Justin Shull

_____ **Title:** Plant Director

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: Loysville Complex Shower & Bathroom Upgrades

1. Demo of existing shower & bathrooms.
2. Construct new wall to enlarge bathroom.
3. Remove existing exhaust fan and install new exhaust fan.
4. Remove existing plumbing fixtures and piping.
5. Install new plumbing fixtures and showers.
6. Replace sanitary line from second floor to basement.

APPENDIX F

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$150,001 and \$400,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1. Client Name: Commonwealth of Pennsylvania - Department of General Services
2. Project Name: General Services Arsenal Bldg. Waterline Replacement
3. Project Number: CAP-DGS-093-PL
4. Project Value: \$209,159.54
5. County of Project: Dauphin
6. Date of Project Final Acceptance: 12/16/2020
7. Company Role in Project (circle one):

Prime Contractor Subcontractor Multi-Prime Contractor

8. Client (circle one):

Commonwealth Agency Other Public Entity Other

9. Project included the following elements (circle all that apply):

General Construction HVAC Electrical Plumbing

10. Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional Sheet(s) attached (circle one): Yes No

11. Client Reference for Construction- It is your responsibility to assure that the contact information listed is correct. If your reference cannot be contacted, this project may not be considered.

References' Name: Douglas Hatcher Title: _____
Director Energy Resource Manage.

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: General Services Arsenal Building Waterline Replacement

Install new water line and control valves from street curb box to inside vault

1. Excavate and install 250 LF of 6" DIP Water Main including piping accessories
2. Install Meter Vault
3. Core Drill building foundation and wall foundations
4. Install stone backfill
5. Lawn restoration
6. Replace concrete sidewalks that were disturbed
7. Patching of asphalt paving where needed
8. Traffic control included

APPENDIX F

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$150,001 and \$400,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1. Client Name: Commonwealth of Pennsylvania - Department of General Services
2. Project Name: General Services Capitol Complex New Backflow Preventers
3. Project Number: CAP-DGS-101-PL
4. Project Value: \$188,916.26
5. County of Project: Dauphin
6. Date of Project Final Acceptance: 05/26/2021
7. Company Role in Project (circle one):

Prime Contractor Subcontractor Multi-Prime Contractor

8. Client (circle one):

Commonwealth Agency Other Public Entity Other

9. Project included the following elements (circle all that apply):

General Construction HVAC Electrical Plumbing

10. Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional Sheet(s) attached (circle one): Yes No

11. Client Reference for Construction- It is your responsibility to assure that the contact information listed is correct. If your reference cannot be contacted, this project may not be considered.

References' Name: Nick Clark

Title: Chief Mechanical Division

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: Capitol Complex New Backflow Preventers

Installation of main water line backflow preventers in various places in the Capitol Complex

1. RPZ backflow preventers
2. Flanged fittings as required
3. Air piping
4. Copper piping crimped where required
5. Fiberglass insulation

APPENDIX F

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$150,001 and \$400,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1. Client Name: Commonwealth of Pennsylvania - Department of General Services
2. Project Name: General Services Building Backflow Preventors
3. Project Number: CAP-DGS-015-PL
4. Project Value: \$237,642.34
5. County of Project: Dauphin
6. Date of Project Final Acceptance: 06/29/2022

7. Company Role in Project (circle one):

Prime Contractor Subcontractor Multi-Prime Contractor

8. Client (circle one):

Commonwealth Agency Other Public Entity Other

9. Project included the following elements (circle all that apply):

General Construction HVAC Electrical Plumbing

10. Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional

Sheet(s) attached (circle one): Yes No

11. Client Reference for Construction- It is your responsibility to assure that the contact

information listed in correct. If your reference cannot be contacted, this project may not be considered.

References' Name:

Nick Clark Title: Chief Mechanical

Division _____

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: General Services Core Building Backflow Preventors

Install backflow preventers on Domestic Water Feeds

1. RPZ Backflow Preventors
2. Flanged Fittings as required
3. Installed new drain piping
4. Copper piping crimped where required
5. Installed Fiberglass Pipe Insulation

APPENDIX F

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECTS BETWEEN \$150,001 and \$400,000

Submit a Separate Form for Each Project. Maximum of (4) Projects in Each Dollar Range Will be Evaluated

1. Client Name: Commonwealth of Pennsylvania - Department of Transportation

2. Project Name: FM 7713 Ebensburg Sewer Line Repairs

3. Project Number: SW-DOT-061-PL

4. Project Value: \$164,663.54

5. County of Project: Cambria

6. Date of Project Final Acceptance: 07/18/2022

7. Company Role in Project (circle one):

Prime Contractor Subcontractor Multi-Prime Contractor

8. Client (circle one):

Commonwealth Agency Other Public Entity Other

9. Project included the following elements (circle all that apply):

General Construction HVAC Electrical Plumbing

10. Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional

Sheet(s) attached (circle one): Yes No

11. Client Reference for Construction- It is your responsibility to assure that the contact information listed is correct. If your reference cannot be contacted, this project may not be considered.

References' Name: Terry Pearsall

_____ Title: Division Chief

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: Sewer Line Repairs

Job site mobilization used GPRS mapping to determine underground utilities, video camera inspection of existing sewer lines to determine condition. Saw cut and demo concrete floor slab in garage and existing asphalt and excavated and replace 350 liner feet of 4" sewer line. Provided and install pre-cast manhole with frame and lid, backfilled and compacted. Poured 10 cubic yards of concrete and applied 309 sealer and curing compound and placed asphalt at exterior trench from the garage to the manhole.

APPENDIX G

COMPARABLE CONSTRUCTION EXPERIENCE

PROJECT BETWEEN \$400,001 and \$2,000,000

Submit a Single Form to be Evaluated

1. **Client Name:** Commonwealth of Pennsylvania - Department of Corrections

2. **Project Name:** SCI Camp Hill Emergency Replace Leaking Steamlines

3. **Project Number:** CSW DOC-012-PL

4. **Project Value:** \$579,479.80

5. **County of Project:** Cumberland

6. **Date of Project Final Acceptance:** 02/04/2022

7. **Company Role in Project (circle one):**

Prime Contractor

Subcontractor

Multi-Prime Contractor

8. **Client (circle one):**

Commonwealth Agency

Other Public Entity

Other

9. **Project included the following elements (circle all that apply):**

General Construction

HVAC

Electrical

Plumbing

10. **Attach an Additional Sheet(s) describing the Project's Scope of Work. Is the Additional**

Sheet(s) attached (circle one): **Yes** **No**

11. **Client Reference for Construction- It is your responsibility to assure that the contact information listed in correct.** If your reference cannot be contacted, this project may not be considered.

References' Name: John P_eters

Title: Facilities Maintenance Manager 3

12. Description of any problems or major issues encountered during the Project (if any) and what was done to resolve (attach additional information as necessary):

None

Project Scope of Work:

Project: Emergency Replace Leaking Steam Lines

Steam line to Resident Housing Unit is Leaking and needs fixed. This project is an emergency.

1. Saw cut asphalt roadway for excavation.
2. Plate roadway and secure for under fence boring.
3. Excavate to remove existing steam and condensate lines.
4. Install new Tricon piping.
5. Backfill with stone, grade topsoil, seed, and straw.
6. Replace and asphalt and concrete that was removed.

APPENDIX H
KEY PERSONNEL

PROJECT MANAGER

Submit a Separate Form for Each Project Manager Proposed. Maximum of (2) Project Managers will be evaluated.

1. Project Manager's Name: Stephen Richards

2. Number of Years with Firm: 11

3. Experience (circle all that apply):

General Construction HVAC Electrical Plumbing

4. Number of Years' Experience with the Trade(s) circled above (list out number of years per each trade): General Construction 20 HVAC 30

Electrical 20 Plumbing 46

5. Does the Project Manager being Proposed as a Key Personnel have experience working on Job Order Contracting Contracts (circle one): Yes No

a. If yes, identify which contracts: DGS - JOC 2020 - Present: 3 General, 7 HVAC, 7 Plumbing, 1 Electrical
DGS - JOC 2016 - Present: 1 General, 3 HVAC, 3 Plumbing, 1 Electrical

PTC - JOC 2021 - Present: 5 General, 3 HVAC, 5 Plumbing, 1 Electrical

PTC - JOC 2017 - 2021: 5 General, 3 Plumbing, 1 Electrical

KPN - JOC 2020 - Present: 5 General, 2 HVAC, 3 Plumbing, 1 Electrical

KPN - JOC 2016 - 2020: 1 General, 2 HVAC, 2 Plumbing, 1 Electrical

6. Does the Project Manager being Proposed as a Key Personnel have experience working with the Commonwealth on Construction Contracts as a Prime Contractor (circle one):

Yes No

a. If yes, number of Years' Experience: 11

7. Attach Resume. Is the Resume attached (circle one): Yes No

8. Client Reference #1 for Construction- It is your responsibility to assure that the contact information listed in correct. If your reference cannot be contacted, this project may not be considered.

References' Name: John Peters
Construction Facilities
Title: Maintenance Manager 3

- 9. Client Reference #2 for Construction- It is your responsibility to assure that the contact information listed in correct.** If your reference cannot be contacted, this project may not be considered.

References' Name: Fredrick Hechler
PA DOT Regional
Title: Facilities Administrator

Stephen Richards

EDUCATION

1980 Prince George County Education
Basic/Advanced Plumbing/Master Plumber

WORK HISTORY

2013 Master Plumber/Project Manager/Estimator
Present Clark Contractors Inc
Bedford, PA

2013 Timber Ridge School
2009 Vocational Teacher

2009 Southern Mechanical
1993 Plumbing Mechanical Foreman

PROJECT EXPERIENCE

2022	DGS JOC SCI Benner K9 Unit Plumbing and HVAC for new K9 Unit	\$539,234.00
2021	DGS JOC Department of Corrections SCI Camphill Steam Line Replacement	\$579,479.00
2021	DGS JOC Department of Corrections SCI Muncy B Unit Bathroom Upgrades	\$507,984.00
2020	KPN JOC Milton School District Sanitary Sewer Upgrades	\$595,650.00
2019	DGS JOC Department of Corrections SCI Frackville Emergency Boiler	\$360,711.00
2018	DGS JOC Dept. Military & Veteran Affairs FITG Emergency WWTP Upgrades	\$895,480.00
2018	DGS JOC Dept. Military & Veteran Affairs FITG Apache Village Upgrade Utilities	\$1,080,120.00
2017	DGS JOC Department of Corrections SCI Cambridge Springs Waterline Replacement	\$211,034.00
2017	DGS JOC General Services 22 nd & Forester Street Harrisburg-Waterline	\$313,520.00

References' Name: Michael Thomas

Title: Project Manager

9. Client Reference #2 for Construction- It is your responsibility to assure that the contact information listed is correct. If your reference cannot be contacted, this project may not be considered.

References' Name: William Slocum
Facility Construction

Title: Maintenance Manager 1

Trevor Lashinsky

EDUCATION

1995-1999 Pennsylvania College of Technology
Williamsport, PA
Bachelor of Science – HVAC Technology

EXPERIENCE

2022-Present Project Manager/Estimator - Specializing in MEP Systems
Clark Contractors, Inc.
Bedford, PA

2015-2022 Director of Alternative Care/Project Manager, Senior Mechanical Designer
JPT Architects
Hollidaysburg, PA

2011-2015 Senior Mechanical/Plumbing Designer
Reese Engineering
State College, PA

2007-2011 Mechanical/Plumbing/Fire Protection Designer
Gatter & Diehl
BEDFORD, PA

2000-2007 Mechanical EIT II
EADS Group
Altoona, PA

PROJECT EXPERIENCE

2022	JOC PA Turnpike – Donegal Maintenance Garage Improvements Underground Fuel Distribution System	\$300,000.00
2022	DGS JOC Hiram G Andrews Replace Cooling Tower	\$230,000.00
2022	DGS JOC Hiram G Andrews Replace Boiler	\$880,000.00
2022	JOC PA Turnpike – CAB Boiler Replacement Replace Six (6) Boilers	\$420,000.00
1999-2021	Mechanical/Plumbing Designs Ranging in Construction cost up to 50 million.	



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2-3.3

3. Administrative Office Support

The administrative office support is as follows. Executive contract duties will be handled directly by the President, Clifton Clark (24 years of experience on PA Commonwealth projects). His responsibilities will include overall management of the JOC program internally, oversight, and direct decision maker & problem solver for agency customers. Office manager Stacey Hall (38 years experience on PA Commonwealth Projects) duties include JOC program manager, including contract compliance (DBE&VBE reporting), Prevailing wage compliance, and overall, JOC program manager, including master schedule reports submitted to DGS consultant. Controller Breann Dumpert (16 years experience as controller) her duties included direct invoicing and PO management with agencies. Compliance & Safety officer Jason Donaldson (14 years experience) duties include subcontractor contract compliance, safety compliance, clearance checks, and confined space. Estimators (4 total for a combined experience of 70 years +) duties include job scoping meetings, take-offs, and JOC proposal submissions. Project Managers (10 total for a combined experience of 100+ years) whose responsibilities include schedules, submittals, workforce assignment, material delivery, and project meetings.

Clark Contractor's office has been operational since 1951.



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2-3.3

4. Staffing Plan

Administering the contract:

Clark immediately assigns a project manager to a project once it is created and transmitted through FOS of Cannon Design. The PM is responsible for attending the job scope, collecting information, documents, and reaching out to subcontractors for pricing. The PM then provides his assembled info to one of Clark's highly experienced JOC estimators, who quickly prepare and transmit the estimate to the agency. Once the agency approves, the PM proceeds with required agency clearances, submittals, schedules, and preparation for the work. Clark's office manager prepares biweekly reports for DGS that show the current status of all projects and proposed completion dates. Clark's office manager also tracks SB, DBE, and VBE participation, reviews weekly for compliance and forwards information to the BDISBO department on requested dates.

Providing high-quality services & construction to the agencies:

To provide "first-rate service," Clark takes an "urgent" hands-on approach to the agency's requests, and we stay one step ahead, so the agency is not waiting on a proposal or submissions to slow down the project. The quality of construction is managed by assigning one of Clark's highly trained superintendents and procuring subcontractors that are skilled in their work type and have solid backgrounds. The last step is being diligent about quality control programs, including testing, oversight, material control, cleaning, etc.

In the Event Additional Staff is Required:

Based on the projections that are put forth in the RFP, our current staff meets or exceeds the amount of work for which we are proposing. In the event the program expectations expand, we would: A.) Procure new project managers through a large pool of candidates in our revolving database. B.) Evaluate and promote artisans to superintendents. C.) Hire more artisans from our extensive collection of candidates in our revolving database. Also, since the DGS contract is approximately 20% of Clark's volume, we can move PMs and superintendents from other contracts to this contract if necessary.



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2-3.4 Understanding of the JOC Procurement System

1. An overview of the JOC procurement system. JOC contracting is a program in which the agency creates individual job orders, and the contractor then follows thru with a scope of work and price proposal. The DGS consultant reviews the proposal and passes it to the agency for approval. Upon approval, the contractor starts with the required submission items and then construction. The program works well if the contractor provides a clear proposal and performs the work promptly and with good quality. Keeping the customer (DGS agencies) happy is the key to success.

2. The Client (DGS agencies) will use procedures to order the work. They will first create a scope. Second, they will meet with the contractor. Third, they will review the contractor's proposal. And lastly, they will issue a PO to the contractor to start the work.

3. Clark Contractors' process for preparing designs is as follows. Search for a highly qualified design professional that is an expert in a specific scope of work and is an SBE design firm registered in the DGS Data Base. Clark then provides the design requirement specification listed in the documents to the designer. Next, the designer attends the joint scope meeting with the agency. After the scope, the design proposal is sent to the contractor and uploaded into the JOC for agency & consultant review.

Clark Contractors' process to develop job order proposals & accurate job order price proposals is as follows. The first step in creating an excellent job order proposal is a job scoping meeting that provides dimensions, complete anticipated scope by the agency, and a review of the content in depth by the contractor, including all drawings and details as required. Secondly, scoping information is passed onto the lead estimator that finds applicable line items in the JOC catalog that fit the agency and contractor requirements for means and methods. Third, any questions are hashed out with the agency during the JOP process so the finished JOP is ready for quick and expedient review.

4. Clark Contractors' plan for subcontracting is as follows. Clark determines the costs of subcontracts based on the scope of work, the most responsible bid received, and cost versus JOC book allowances. Selecting the subcontractor is based on pricing, experience, safety record, and diverse business classification. Part of the selection process considers the percentage of

SDB, VBE, and SBE contractors who currently bid on public work and search this data base extensively.

5. Emergency response is managed as follows. Normal working hours emergencies are prioritized with project managers and crews. Upon receiving the emergency Clark jumps into action sending necessary resources such as a project manager, crew leader, and any specialty subcontractors to the site to immediately address the issue. Clark interacts with the agency to address the schedule and material delivery to keep the agency operational. Having large multiple crews statewide is an advantage Clark has to full fill this requirement. Other than normal working hours is handled in a similar manner. Clark receives calls direct thru our emergency contacts mobile numbers or our 24hr emergency line at our office. Again, Clark mobilizes necessary resources such as PM, crew leader, manpower, equipment and subcontractors to the site to urgently address the issue. Our relationship with over 100+ subcontractors is crucial to fulfilling this requirement.

6. Keys to success for JOC contracting thru Clark Contractors' eyes. 1. Quick response for scoping dates, 2. Complete job scoping meeting with agency that clearly lays out expectations. 3. Accurate job order proposals. 4. Quality craftsmanship and subcontractors to perform the work. 5. Keeping up with the communications with agency and schedules. 6. Quick response times.

Please note Clark has received over 40+ job order contracts with the Commonwealth in the past decade. Our management and employees are dedicated to quality service and work to maintain an excellent track record with the Commonwealth.