REQUEST FOR QUALIFICATIONS

PAVEMENT RATING, ASSESSMENT, & MANAGEMENT PROJECT NORMAL, ILLINOIS

MCLEAN COUNTY REGIONAL PLANNING COMMISSION TOWN OF NORMAL

REQUEST FOR QUALIFICATIONS (RFQ)

The McLean County Regional Planning Commission (MCRPC) and the Town of Normal (Town) are soliciting qualifications and statements of interest and availability from qualified consulting firms for the creation and implementation of a Town-wide street asset inventory, pavement condition rating system, and pavement management system.

The proposed project will include the development of a comprehensive street condition rating inventory. The assessment results will provide a common standard for data-driven decision-making to prioritize street repair, preservation, and construction. The project will also provide prioritization metrics, identify best-management-practices, and implement a comprehensive, data-driven pavement management system to objectively outline a 5-year street capital program for resurfacing, maintenance, preservation, and other street repairs.

The Town of Normal Town Engineer will be responsible for the management and implementation of consultant services. The project will be administered by the McLean County Regional Planning Commission.

HISTORY/BACKGROUND

The Illinois Department of Transportation's Statewide Research and Planning Program encourages the implementation of IDOT's Long Range Transportation Plan, a plan designed to support the statewide economy, livability, mobility, resiliency, and stewardship. The Research and Planning Program provides funding to organizations seeking to implement projects which further the program's stated goals.

The McLean County Regional Planning Commission in cooperation with the Town of Normal has received a grant from this state program to perform a pavement condition rating and assessment project for all Town of Normal streets.

The Town of Normal currently utilizes two different street condition rating systems for prioritizing and ranking streets for repairs and reconstruction:

- 1) Local asphalt streets A local 1-5 rating scale is used.
- 2) Arterials and Collector Streets a PASER (Pavement Surface Evaluation and Rating) scale of 1-10 is used.

The dual rating systems currently used, and the age of available data make it difficult to draw comparisons on pavement conditions when prioritizing repairs and construction.

One project goal is to create a standard pavement rating system for the Bloomington-Normal community. Both the City of Bloomington and McLean County currently use the PASER 10-level designation system. The PASER methodology was developed by the University of Wisconsin-Madison Transportation Information Center to rate the conditions of pavements. A rating of 10 is newly constructed with no visible distress, while a pavement receiving a PASER rating of 1 has severe distress with extensive loss of surface integrity and requires complete reconstruction.

DESCRIPTION OF SERVICES

The requested consultant services and responsibilities may include but are not limited to the following.

- 1. Pavement data collection and organization. Data may include digital imagery capture, condition assessment metrics, and pavement type, International Roughness Index (IRI), street signage, and other relevant data.
- 2. Integration of acquired data with Town GIS shapefiles.
- 3. PASER pavement ratings of all Town of Normal streets for each direction of travel on road segments between intersections as well as a separate rating for each intersection.
- 4. Conversion/correlation of PASER to PCI as necessary for Pavement Management System (PMS) implementation including Town staff training for the selected PMS.
- 5. Determine recommendations for pavement preservation, repair, rehabilitation and/or maintenance strategies for pavement segments and intersections.
- 6. Recommend strategies that enhance long-term performance.
- 7. Creation of a Pavement Management System for Town streets.
- 8. Training for Town staff in use of the PMS.
- 9. Development of pavement performance models.
- 10. Identification and documentation of available pavement preservation and rehabilitation techniques as well as industry best practices. Analyze and recommend implementation strategies for pavement preservation and maintenance programs including optimized costs for staffing, equipment, materials, and contracting.
- 11. Establish service life extension models and assumptions based on local and industry standards for each method of preservation or rehabilitation, adjusting for existing pavement conditions.
- 12. Development a 5-year payement rehabilitation and preservation plan.
- 13. Development and analysis of multiple budget and street condition scenarios for various funding levels, performance rating targets, rehabilitation methods, and backlogs.
- 14. Conduct multiyear analyses to identify the resources needed to maintain pavement network at targeted condition levels. Identify projects that optimize available budgets in each of the analysis years.
- 15. Presentation of project results to Town Staff and Town Council including presentation development and informational website development.
- 16. Right-of-way GIS asset inventory if budget allows.

DESIRED QUALIFICATIONS

Qualified candidates will demonstrate:

- 1. Extensive experience in pavement evaluation, data collection and management, and rating.
- 2. Extensive experience implementing industry standard pavement management systems for governmental clients.
- 3. Extensive experience with pavement rehabilitation, preservation, and construction, including costing and budget analysis, GIS integration, and capital plan development.
- 4. Experience working on similar projects involving collaboration with governmental and municipal entities.
- 5. Availability to work directly and collaboratively with governmental staff and others associated with the project.
- 6. Staff/Corporate resources to perform the work.
- 7. Be an experienced transportation professional with an emphasis on pavement assessment, design, and rehabilitation techniques.

SELECTION CRITERIA

Selection will be in accordance with The Brooks Act, (40 USC 11) and the FHWA's requirements for Procurement, Management, and Administration of Engineering and Design related Services (23 CFR 172) to promote open competition by advertising, ranking, selecting, and negotiating contracts based on demonstrated competence and qualifications for the type of engineering and design related services being procured, and at a fair and reasonable price.

Firms are to submit a written Statement of Qualifications which presents the firm's qualifications and understanding of the work to be performed. The evaluation criteria and weighting for this project is as follows:

- Technical Approach (20%)
- Firm Experience (30%)
- Specialized Expertise (10%)
- Staff Capabilities (Prime/Sub) (30%)
- Work Load Capacity and Availability (10%)

SUBMITTAL REQUIRMENTS

Respondents are advised to adhere to the Submittal Requirements. Failure to comply with the instructions of this RFQ may be cause for rejection of submittals.

The MCRP reserves the right to seek additional information to clarify responses to this RFQ.

The following minimum information shall be provided in the Statement of Qualifications.

- 1. Name, size, description, capabilities, and experience of the firm, including the same information for any proposed subconsultants. If subconsultants are anticipated, describe the role proposed for each firm or consultant involved in the project, and the approximate percentage of work assigned to each.
- 2. Location of offices for the firm and for proposed subconsultants, and the office location

- responsible for managing the project.
- 3. Name, address, e-mail, and phone number of a contact person responsible for and knowledgeable of the submittal. The team lead and direct client contact should be identified.
- 4. Resumes of key personnel anticipated being available for this project, including an organizational chart showing their proposed role on the project and firm affiliation (if more than one firm is involved). Resumes shall include related project experience and the individual's role on each project.
- 5. A summary of the qualifications of the firm and proposed team including the respondent's qualifications based on the selection criteria included in this RFQ. Respondent may include information materials that could be helpful to the selection team in making a recommendation. These materials may include marketing brochures, letters of reference, example work, etc.
- 6. A project approach.
- 7. Descriptions of similar projects completed by the firm within the last five (5) years and client name and contact for each project for each firm or subconsultant proposed for this project. Please indicate the role that key personnel played on each project.
- 8. Reference List which shall include client name, contact person, current telephone number, project description and location, description of services provided, and key personnel involved.
- 9. Listing of current commitments and availability of firm and key staff members.
- 10. A summary of specialized experience, qualifications, or unique capabilities applicable to this project that you feel is important to the success of the project (please review the selection criteria included in this document).
- 11. Cost control and project management approach.

SELECTION PROCESS

Proposals that are submitted timely and comply with the mandatory requirements of the RFQ will be evaluated in accordance with the terms of the RFQ.

A selection committee comprised of staff from the McLean County Regional Planning Commission and Town of Normal including the MCRPC Senior Transportation Planner, Town Engineer, and Town Project Engineer will evaluate all Statements of Qualifications (SOQ). SOQ's will be reviewed, evaluated, and scored using the criteria defined above. Based on scores, the highest scoring firm will be selected for contract negotiations. If a contract cannot be successfully negotiated, the next highest scoring firm will be contacted for contract negotiations. Interviews may be required as part of the scoring and evaluation process.

The MCRPC reserves the right to reject any or all submissions received. The final selection will be made by the MCRPC and their decision will be final.

SCHEDULE & INSTRUCTIONS TO RESPONDERS

This RFQ packet containing project information, submittal instructions, content requirements, conflict of interest forms, and selection procedures may be obtained from the Town of Normal or MCRPC websites at http://www.normal.org/bids.aspx or http://www.mcplan.org. All submitted proposals shall include the completed conflict of interest form included in the RFQ packet.

Submittals must not contain any cost information.

Questions regarding this RFQ should be submitted in writing on or before Thursday, December 3, 2020 at 5:00 PM CDT. Questions should be submitted via email to https://mxx.ncmail.org with a subject heading of "Pavement Rating RFQ - Question". Please do not phone the Town or MCRPC with questions or submit questions to other employees or departments of the MCRPC or Town. Answers to relevant questions submitted before the deadline for questions will be answered via addendum and posted on the Town and MCRPC websites at http://www.ncrmal.org/bids.aspx and http://www.mcplan.org on December 7, 2020.

Submittals must not contain any cost information.

Statements of Qualifications must be submitted electronically (pdf format) to the Town of Normal Engineering Department via e-mail to hstanley@normal.org with a subject heading of "Pavement Rating RFQ – Firm Name". Please limit the pdf file size to 18 MB or less. An email acknowledging SOQ receipt will be sent to submitting firms when the file is received.

Statements of Qualifications (SOQs) must be received by **5:00 PM CDT on Friday**, **December 11**, **2020**. Submittals received after the deadline will not be eligible for selection.

The following schedule is anticipated*:

RFQ Issued November 23, 2020

Deadline for Question Submittal December 3, 2020 - 5 PM CDT

Addendum Posted to MCRPC/Town Websites December 7, 2020

SOQs Due December 11, 2020 - 5 PM CDT

Design Firm Selection

Anticipated Design Contract Approval by MCRPC

Targeted Project Completion**

January 2021

April 30, 2021

- * The listed dates are subject to change based on guidelines and restrictions in place at the time for COVID-19 precautions. Design firm selection and contract award dates are also subject to change.
- ** Design Schedule to be finalized during contract negotiations with selected firm with input from IDOT and other project stakeholders.

Responders are reminded that federal, state, and local law requires the payment of prevailing wages as applicable by law on all projects performed for the Town of Normal.

TOWN OF NORMAL RESPONSIBILITIES

The Town of Normal will perform or provide the following for the selected firm.

- 1. The Town will make available digital files of aerial photographs, contours, and basic topography from the McLean County G.I.S. data.
- 2. The Town will provide the copies of such construction plans as the Town may have on file for existing infrastructure within the project limits.

- 3. The Town will provide existing data for use in design.
- 4. The Town will attend design meetings to be held at the Town Engineering Department office unless otherwise agreed upon. During each meeting, key elements of the project shall be identified including progress, schedule, submittal review, value engineering options and other design issues.

CONSULTANT'S DISCLOSURE STATEMENT

PTB #:	
Firm Name:	

RETURN WITH STATEMENT OF INTEREST

DISCLOSURES

A. The disclosures hereinafter made by the firm are each a material representation of fact upon which reliance is placed should the Department enter into the contract with the firm. The firm further certifies that the Department has received the disclosure forms for each statement of interest.

The IDOT Chief Procurement Officer (CPO) may void the offer or contract if it is later determined that the firm of subconsultant rendered a false or erroneous disclosure. A consultant or subconsultant may be suspended or debarred for violations or the Procurement Code. If a false certification is made by the subconsultant, then the consultant's submitted offer and the executed contract may not be declared void, unless the consultant refuses to terminate the subcontract upon the State's request after a finding that the subconsultant's certification was false.

B. Financial Interests and Conflicts of Interest

1. Section 50-35 of the Illinois Procurement Code provides that all offers of more than \$50,000 and all subconsultant agreements with an annual value of more than 50,000 shall be accompanied by disclosure of the financial interests of the firm. This disclosed information for the successful firm will be maintained as public information, subject to release by request pursuant to the Freedom of Information Act, filed with the Procurement Policy Board, and shall be incorporated as a material term of the contract. Furthermore, pursuant to Section 5-5, the Procurement Policy Board may review a proposal, bid, or contract and issue a recommendation to void a contract or reject a proposal or bid based on any violation of the Procurement Code or the existence of a conflict of interest as provided in subsections (b) and (d) of Section 50-35.

The financial interests to be disclosed shall include any ownership or distributive income share that is in excess of 5%, or an amount greater than 60% of the annual salary of the Governor, of the offering entity or its parent entity, whichever is less, unless the firm is a publicly traded entity subject to Federal 10K reporting, in which case it may submit its 10K disclosure in place of the prescribed disclosure. If a firm is a privately held entity that is exempt from Federal 10K reporting, but has more than 100 shareholders, it may submit the information that Federal 10K companies are required to report, and list the names of any person or entity holding any ownership share that is in excess of 5%. The disclosure shall include the names, addresses, and dollar or proportionate share of ownership of each person making the disclosure, their instrument of ownership or beneficial relationship, and notice of any potential conflict of interest resulting from the current ownership or beneficial interest of each person making the disclosure having any of the relationships identified in Section 50-35 and on the disclosure form. **The current annual salary of the Governor is \$177,412.00.**

In addition, all disclosures shall indicate any other current or pending contracts, proposals, leases, or other ongoing procurement relationships the offering entity has with any other unit of state government and shall clearly identify the unit and the contract, proposal, lease, or other relationship.

2. <u>Disclosure Forms</u>. Disclosure Form A is attached for use concerning the individuals meeting the above ownership or distributive share requirements. Subject individuals should be covered each by one form. In addition, a second form (Disclosure Form B) provides for the disclosure of current or pending procurement relationships with other (non-IDOT) state agencies and a total ownership certification. **The forms must be included with each statement of interest.**

C. Disclosure Form Instructions

Form A: Instructions for Financial Information & Potential Conflicts of Interest

If the firm is a publicly traded entity subject to Federal 10K reporting, the 10K Report may be submitted to meet the requirements of Form A. If a firm is a privately held entity that is exempt from Federal 10K reporting, but has more than 100 shareholders, it may submit the information that Federal 10K companies are required to report, and list the names of any person or entity holding any ownership share that is in excess of 5%. If a firm is not subject to Federal 10K reporting, the firm must determine if any individuals are required by law to complete a financial disclosure form. To do this, the firm should answer each of the following questions. A "Yes" answer indicates Form A must be completed. If the answer to each of the following questions is "No", then the NOT APPLICABLE STATEMENT on Form A must be signed and dated by a person that is authorized to execute contracts for the offering firm. Note: These questions are for assistance only and are not required to be completed.

1.	Does anyone in your organization have a direct or beneficial ownership share of greater than 5% of the offering entity or parent
	entity?_
	YES NO NO

2.	Does anyone in your organization have a direct or beneficial ownership share of less than 5%, but which has a value greater than 60% of the annual salary of the Governor? YES \(\square\) NO \(\square\)
3.	Does anyone in your organization receive more than 60% of the annual salary of the Governor of the offering entity's or parent entity's distributive income? YES ☐NO ☐
	(Note: Distributive income is, for these purposes, any type of distribution of profits. An annual salary is not distributive income.)
4.	Does anyone in your organization receive greater than 5% of the offering entity's or parent entity's total distributive income, but which is less than 60% of the annual salary of the Governor? YES ☐ NO ☐
	(Note: Only one set of forms needs to be completed <u>per person per statement of interest</u> even if a specific individual would require a "Yes" answer to more than one question.)

A "Yes" answer to any of these questions requires the completion of Form A. The firm must determine each individual in the offering entity or the offering entity's parent company that would cause the questions to be answered "Yes". Each form must be signed and dated by a person that is authorized to execute contracts for your organization. **Photocopied or stamped signatures are not acceptable**. The person signing can be, but does not have to be, the person for which the form is being completed. The firm is responsible for the accuracy of any information provided.

If the answer to each of the above questions is "No", then the <u>NOT APPLICABLE STATEMENT</u> of Form A must be signed and dated by a person that is authorized to execute contracts for your company.

RETURN WITH STATEMENT OF INTEREST

Form B: Instructions for Identifying Other Contracts & Procurement Related Information

Disclosure Form B must be completed for each statement of interest submitted by the offering entity. *Note: Checking the <u>NOT APPLICABLE STATEMENT</u> on Form A <u>does not</u> allow the firm to ignore Form B. Form B must be completed, checked, and dated or the firm may be considered nonresponsive and the statement of interest will not be accepted.*

The firm shall identify, by checking "Yes" or "No" on Form B, whether it has any pending contracts (including leases), statements of interest, bids, proposals, or other ongoing procurement relationship with any other (non-IDOT) state of Illinois agency. If "No" is checked, the firm only needs to complete the check box on the bottom of Form B. If "Yes" is checked, the firm must identify each such relationship by listing the state of Illinois agency name and other descriptive information such as project number, title, contract, etc.

ILLINOIS DEPARTMENT OF TRANSPORTATION

Form A Financial Information & Potential Conflicts of Interest Disclosure

Contractor Name		
Legal Address		
City, State, Zip		
Telephone Number	Email Address	Fax Number (if available)
(30 ILCS 500). Vendors desiring to empotential conflict of interest information publicly available contract file. This Formation open-ended contracts. This Form Am than \$50,000 from subconsultants in	ter into a contract with the state of I on as specified in this Disclosure From A must be completed for statements also be completed for subconsentified in Section 20-120 of the traded company may submit a forth in Form A. See Disclosure	dection 50-35 of the Illinois Procurement Code Illinois must disclose the financial information and Form. This information shall become part of the nents of interest in excess of \$50,000, and for all sultant agreements with an annual value of more Illinois Procurement Code and all open-ended 10K disclosure (or equivalent if applicable) in Form Instructions.
DISC	CLOSURE OF FINANCIAL INFOR	MATION
of ownership or distributive income	me share in excess of 5%, or an int Make copies of this form as nece	has an interest in the FIRM (or its parent) in terms terest which has a value of more than 60% of the essary and attach a separate Disclosure Form
FOR INDIVIDUAL (type or print info	rmation)	
NAME:		
ADDRESS:		
Type of ownership/distributable i	ncome share:	
Stock Sole Proprietor % or \$ value of ownership/distributa		Other (explain on separate sheet):
		No" to indicate which, if any, of the following my question is "Yes", please attach additional
(a) State employment, current	y or in the previous three years, inc	cluding contractual employment of services.
If your answer is yes, pleas	e answer each of the following que	Yes □ No □ estions.
1) Are you currently an o Toll Highway Authority		oitol Development Board or the Illinois State Yes
appointed to or emplo	yed by any agency of the state of li e Governor, provide the name of th	ncy of the state of Illinois? If you are currently llinois, and your annual salary exceeds 60% of ne state agency for which you are employed

	3) If you are currently appointed to or employed by any agency of the state of Illinois, and your annual salary exceeds 60% of the annual salary of the Governor, are you entitled to receive (i) more than 7-1/2% of the total distributable income of your firm, partnership, association or corporation, or (ii) an amount in excess of the salary of the Governor? Yes □ No □	
	4)	If you are currently appointed to or employed by any agency of the state of Illinois, and your annual salary exceeds 60% of the annual salary of the Governor, are you and your spouse or minor children entitled to receive (i) more than 15% in the aggregate of the total distributable income of your firm, partnership, association or corporation, or (ii) an amount in excess of two times the salary of the Governor? Yes No
(b)		te employment of spouse, father, mother, son, or daughter, including contractual employment services in the vious two years?
	Yes ☐ No ☐ If your answer is yes, please answer each of the following questions.	
	1)	Is your spouse or any minor children currently an officer or employee of the Capitol Development Board or the Illinois State Toll Highway Authority? Yes ☐ No ☐
	2)	Is your spouse or any minor children currently appointed to or employed by any agency of the state of Illinois? If your spouse or minor children is/are currently appointed to or employed by any agency of the state of Illinois, and his/her annual salary exceeds 60% of the annual salary of the Governor, provide the name of your spouse and/or minor children, the name of the state agency for which he/she is employed and his/her annual salary.
	3)	If your spouse or any minor children is/are currently appointed to or employed by any agency of the state of Illinois, and his/her annual salary exceeds 60% of the annual salary of the Governor, are you entitled to receive (i) more than 7-1/2% of the total distributable income of your firm, partnership, association or corporation, or (ii) an amount in excess of 100% of the annual salary of the Governor? Yes No
	4)	If your spouse or any minor children are currently appointed to or employed by any agency of the state of Illinois, and his/her annual salary exceeds 60% of the annual salary of the Governor, are you and your spouse or minor children entitled to receive (i) more than 15% in the aggregate of the total distributable income of your firm, partnership, association or corporation, or (ii) an amount in excess of two times the salary of the Governor? Yes No
(c)	of lo	ctive status; the holding of elective office of the state of Illinois, the government of the United States, any unit local government authorized by the Constitution of the state of Illinois or the statutes of the state of Dis currently or in the previous three years? Yes No
(d)	Relationship to anyone holding elective office currently or in the previous two years; spouse, father, mother, son or daughter? Yes No	
(e)	Appointive office; the holding of any appointive government office of the state of Illinois, the United States of America, or any unit of local government authorized by the Constitution of the state of Illinois or the statutes of the state of Illinois, which office entitles the holder to compensation in excess of the expenses incurred in the discharge of that office currently or in the previous three years? Yes No	
(f)	Relationship to anyone holding appointive office currently or in the previous two years; spouse, father, mother, son or daughter?	
(g)		oloyment, currently or in the previous three years, as or by any registered lobbyist of the state ernment?
(h)		ationship to anyone who is or was a registered lobbyist in the previous two years; spouse, father, mother, or daughter?

	(i)	Compensated employment, currently or in the previous three years, by any registered election or re-election committee registered with the Secretary of State or any county clerk of the state of Illinois, or any political action committee registered with either the Secretary of State or the Federal Board of Elections? Yes No
	(j)	Relationship to anyone; spouse, father, mother, son, or daughter; who was a compensated employee in the last two years by any registered election or re-election committee registered with the Secretary of State or any county clerk of the state of Illinois, or any political action committee registered with either the Secretary of State or the Federal Board of Elections?
3.	who any obli con	mmunication Disclosure. Disclose the name and address of each lobbyist and other agent of the firm or offeror is not identified in Section 2 of this form, who has communicated, is communicating, or may communicate, with state officer or employee concerning the statement of interest, bid or offer. This disclosure is a continuing gation and must be promptly supplemented for accuracy throughout the process and throughout the term of the tract. If no person is identified, enter "None" on the line below: me and address of person(s):
		The and address of person(s).
4.	diso con adn pro	spension or Debarment Disclosure. For each of the persons identified under Sections 2 and 3 of this form, close whether any of the following has occurred within the previous 10 years: suspension or debarment from tracting with any governmental entity; professional licensure discipline; bankruptcies; adverse civil judgments and ninistrative findings; and criminal felony convictions. This disclosure is a continuing obligation and must be mptly supplemented for accuracy throughout the procurement process and term of the contract, if the bid or offer uccessful. If no person is identified, enter "None" on the line below:
		me of person(s):
	Nat	rure of disclosure:
		APPLICABLE STATEMENT closure Form A is submitted on behalf of the INDIVIDUAL named on previous page. Under penalty of certify the contents of this disclosure to be true and accurate to the best of my knowledge.
Com	plete	d by: Signature of Individual or Authorized Officer Date
l lucal		NOT APPLICABLE STATEMENT
		nalty of perjury, I have determined that no individuals associated with this organization meet the criteria ld require the completion of this Form A.
This	Disc	closure Form A is submitted on behalf of the FIRM listed on the previous page.
		Signature of Authorized Officer Date

The firm has a continuing obligation to supplement these disclosures under Sec. 50-35 of the Procurement Code.

ILLINOIS DEPARTMENT OF TRANSPORTATION

Form B Other Contracts & Procurement Related Information Disclosure

Contra	actor Name		
Legal	Address		
City, S	State, Zip		
Teleph	none Number	Email Address	Fax Number (if available)
(30 II state subc	LCS 500). This information shall ments of interest in excess of S onsultant agreements with an a linois Procurement Code and fo	become part of the publicly available 550,000, and for all open-ended cor	
1.		ases), statements of interest, bids, p	tion. The firm shall identify whether it has any roposals, or other ongoing procurement Yes ☐ No ☐
	If "No" is checked, the firm o	nly needs to complete the signature l	pox on the bottom of this page.
2.			ate of Illinois agency name and other descriptive ges as necessary). SEE DISCLOSURE FORM
	THE	FOLLOWING STATEMENT MUST	BE CHECKED
	П		
	Ш	Signature of Authorized Representative	Date
		OWNERSHIP CERTIFICA	<u>FION</u>
	se certify that the following state nership.	ment is true if the individuals for all s	ubmitted Form A disclosures do not total 100%
		rest is held by individuals receiving lancome or holding less than a 5% own	ess than \$106,447.20 of the bidding entity's nership interest.
	☐ Yes ☐ No	□ N/A (Form A c	lisclosure(s) established 100% ownership)