

County of San Mateo  
Department of Engineering,  
Construction, Roads and Utilities  
Job Order Contracting  
Mandatory Pre-bid Conference  
JOC -1809, 1810, 1811

Tuesday, January 30, 2018





# Pre-Bid Meeting Agenda

## Part I: The Job Order Contract (JOC) Program

- Job Order Contracting Introduction
- Solicitation Introduction
- JOC Overview
- JOC Contract Documents & Software
- JOC Process
- County of San Mateo JOC Program and Solicitation Details
- JOC Benefits

## Part II: Analyzing the Bid Process

- Methods to Calculate Bid
- CTC Structure
- Sample Project
- Adjustment Factor Calculation & Considerations
- Expected Events & Rewards
- Bidding Information

# Job Order Contracting

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## Definition

- Fixed Priced, Indefinite Quantity, Competitively Bid Contract
- Enable contractors to complete a substantial number of individual projects with a **single bid**
- Tasks based on competitively-bid, **preset prices**

## Value

- Saves time and money
- Provides transparency and auditability



# JOC is an Umbrella Contract

## Part 1 Bidding the Umbrella Job Order Contract

Owner  
Advertises  
Job Order  
Contract



Contractors  
Submit  
Bids



Owner  
Awards  
Umbrella  
Job Order  
Contract

## Part 2 Procuring Individual Projects From Owner

Owner  
Project A

Subcontracting  
Opportunities

Owner  
Project B

Subcontracting  
Opportunities

Owner  
Project C

Subcontracting  
Opportunities



# Introduction

County of San Mateo Has Advertised:

- Three (3), 'A' License, JOC Contracts for General Construction with a potential maximum value of \$4,550,000 each

Work Will Be Issued Under the Job Order Contracting Program

Work Will Be Administered Through **DPW**

The Gordian Group<sup>®</sup> Trains and Supports the County of San Mateo and JOC Contractors

# JOC Overview



## A Job Order Contract Is a Firm, Fixed Priced, Competitively Bid, Indefinite Quantity Contract

- JOC Is Designed to Accomplish Small-medium Size, Multi-trade, Minor Construction, Repair and Remodel Projects
- JOC Is a Series of Individual Projects Issued As Job Orders Under the Base Contract
- A Fundamentally Different Construction Procurement Relationship
  - Contractors are subject to different motivations and behaviors
  - Non-adversarial relationship between Owner & Contractor

JOC Introduced in the United States in 1985

- Dept. of Defense, USPS, NASA, etc.

Implemented by states, counties, cities, universities, housing authorities, etc. since 1990

Hundreds of contracts currently in use

# JOC Contract Documents



Front End Documents  
Construction Task Catalog®  
Technical Specifications



# JOC Contract Documents



## Front End Documents

- Notice to Contractors
- Special Provisions
- Appendices
- Bid Forms
- Etc.

Title Sht. JOC-1809 to 1811


COUNTY OF SAN MATEO  
STATE OF CALIFORNIA

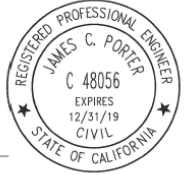
CONTRACT DOCUMENTS  
AND  
SPECIFICATIONS  
FOR

JOB ORDER CONTRACT FOR  
ENGINEERING, CONSTRUCTION, ROADS AND UTILITIES  
PROJECT NO. JOC- 1809  
PROJECT NO. JOC- 1810  
PROJECT NO. JOC- 1811

WITH WORK  
IN SAN MATEO COUNTY

APPROVED: \_\_\_\_\_ January 4 \_\_\_\_\_, 2018

  
\_\_\_\_\_  
JAMES C. PORTER  
(R.C.E. No. 48056)  
Director of Public Works



\*\*\*\*\*

Department of Public Works  
County of San Mateo  
555 County Center, 5<sup>th</sup> Floor  
Redwood City, California 94063-1665



# JOC Contract Documents



## Construction Task Catalog® (CTC)

- Catalog of Pre-Priced Construction Tasks
- Organized by Construction Specifications Institute (CSI)
- Based on Local Labor, Material & Equipment Costs
- The tasks represent the “Scope of Work” for the contract



# Understanding the Construction Task Catalog®



Contractor must review and understand “Using the Construction Task Catalog®”

Rules of the contract

Make sure you get paid for all appropriate tasks

Pages 00 – 1 to 00-8 of the CTC

\* Handout

**GORDIAN®**

**Using The Construction Task Catalog®**

**About the CTC:**

- ❑ This Construction Task Catalog® (CTC) was developed and customized by The Gordian Group, Inc. specifically for **Owner**, priced locally using current labor, material and equipment costs, and published in Month 2017.
- ❑ The Gordian Group, Inc. licenses the use of this CTC and other proprietary information and software for the sole purpose of providing Job Order Contracting services to **Owner**. Use of this CTC and other proprietary information and software for any other purpose, or for any other entity, is expressly prohibited without the express written consent of The Gordian Group, Inc.

**MasterFormat™**

- ❑ The tasks in this Construction Task Catalog are organized using CSI's *MasterFormat*.

**CSI** MasterFormat® is produced jointly by CSI and Construction Specifications Canada (CSC). U.S. copyright is held by CSI and Canadian copyright is held by CSC. All Rights Reserved. For more information, contact CSI at [csi@csiconsult.com](mailto:csi@csiconsult.com). For more information on MasterFormat visit [www.MasterFormat.com](http://www.MasterFormat.com).

**The Unit Prices Include:**

**LABOR COSTS:**

- ❑ Labor costs include direct labor through the working foreperson level at straight-time prevailing wage rates including fringe benefits and an allowance for Social Security, Medicare taxes, worker's compensation, unemployment insurance, and employee benefits.
- ❑ Labor costs include unloading equipment, materials, and tools, and transporting the same up or down 2 1/2 stories and 125' to reach the project site; layout; measuring and cutting to fit; performing the task; disposal of excess material; and time for lunch and breaks.

**The Adjustment Factors Include:**

The Adjustment Factors include the following costs, unless specifically excluded by the terms of the Contract Documents:

**BUSINESS COSTS:**

- ❑ Office overhead, including, but not limited to, office space, office equipment, office and management personnel, office supplies, and employee transportation.
- ❑ Insurance and bonding.
- ❑ Profit.

Equipment costs include all equipment required to accomplish the task.

Mobilization is included for all equipment except large equipment (e.g. cranes, bulldozers, excavators, backhoes, bobcats etc.), which exclude mobilization.

Equipment costs include all operating expenses such as fuel, electricity, lubricants, etc.

MATERIAL COSTS:

- ❑ Material costs include the cost of the material, delivery, and all incidentals and accessories integral to the installation.
- ❑ Material costs include manufacturer's and/or fabricator's shop drawings.
- ❑ Material costs for roofing, drywall, VCT, carpet wall covering, ceiling tile, pipe, conduit, concrete, etc. include an allowance for waste. This list is not intended to be all inclusive, but descriptive of the types of construction materials that are typically sold in standard lengths, sizes and weights.
- ❑ Material costs for imported materials (e.g. aggregate, sand, soil, etc.) include delivery up to 15 miles from the closest approved source.

Month 2017

Owner

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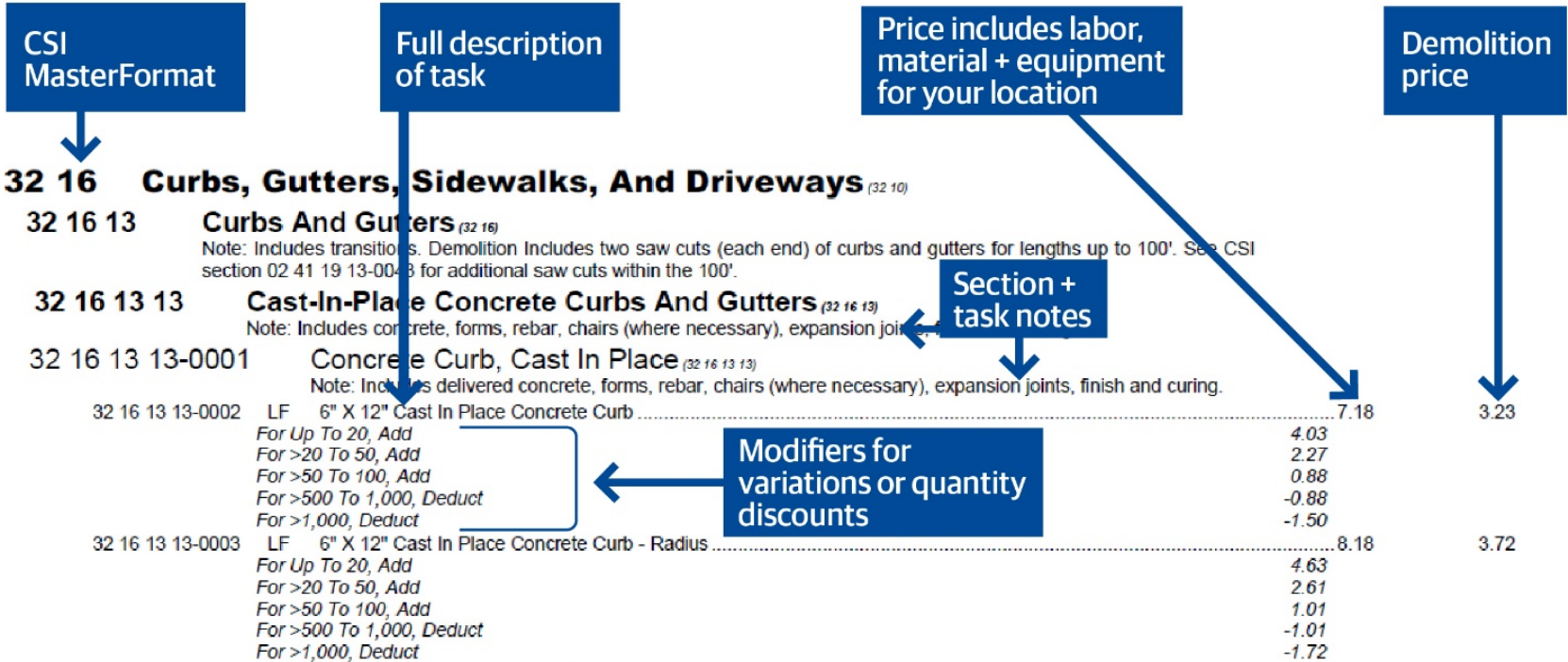
Page 00 - 1



# JOC Contract Documents

Exterior Improvements	32	32
Bases, Ballasts, And Paving	32 10	
Unit Paving	32 14	

MINOR CSI UOM DESCRIPTION	TOTAL DIRECT UNIT COST	DEMOLITION UNIT COST
<b>32 16 Curbs, Gutters, Sidewalks, And Driveways</b> <small>(32 10)</small>		
<b>32 16 13 Curbs And Gutters</b> <small>(32 16)</small>		
<small>Note: Includes transitions. Demolition Includes two saw cuts (each end) of curbs and gutters for lengths up to 100'. See CSI section 02 41 19 13-0043 for additional saw cuts within the 100'.</small>		
<b>32 16 13 13 Cast-In-Place Concrete Curbs And Gutters</b> <small>(32 16 13)</small>		
<small>Note: Includes concrete, forms, rebar, chairs (where necessary), expansion joints.</small>		
<b>32 16 13 13-0001 Concrete Curb, Cast In Place</b> <small>(32 16 13 13)</small>		
<small>Note: Includes delivered concrete, forms, rebar, chairs (where necessary), expansion joints, finish and curing.</small>		
32 16 13 13-0002 LF 6" X 12" Cast In Place Concrete Curb .....	7.18	3.23
For Up To 20, Add	4.03	
For >20 To 50, Add	2.27	
For >50 To 100, Add	0.88	
For >500 To 1,000, Deduct	-0.88	
For >1,000, Deduct	-1.50	
32 16 13 13-0003 LF 6" X 12" Cast In Place Concrete Curb - Radius .....	8.18	3.72
For Up To 20, Add	4.63	
For >20 To 50, Add	2.61	
For >50 To 100, Add	1.01	
For >500 To 1,000, Deduct	-1.01	
For >1,000, Deduct	-1.72	



# Understanding the Construction Task Catalog®



## Include All Appropriate Tasks:

32 16 23 00-0002	4" Cast In Place Concrete Sidewalk	SF	\$5.06	400	\$2,024.00	
	For Quantities 100 to 500, Add	SF	\$2.04	400	\$816.00	
32 11 16 00-0015	4" Crushed Aggregate Base	SF	\$0.63	400	\$252.00	
	For Quantities Under 1000	SF	\$0.18	400	\$72.00	
01 71 13 00-0003	Mobilize Backhoe	EA	\$402.63	1	\$402.63	
31 23 16 36-0006	Excavation by Backhoe	CY	\$3.75	11	\$41.25	
	For Quantities Under 20 CY, Add	CY	\$3.75	11	\$41.25	
31 23 16 36-0028	Loading Excess Materials	CY	\$3.42	13.75	\$47.03	
	For Quantities Under 20 CY, Add	CY	\$3.42	13.75	\$47.03	
01 74 19 00-0029	Hauling to Dump Site	CYM	\$0.51	207	\$105.57	
01 74 19 00-0021	Landfill Dump Fee	CY	\$15.14	13.75	\$208.18	\$4,056.93
						/400
						\$10.14

Compare these prices

\* Sample only



# Non Pre-priced Tasks

Contractor must have permission from the County to use a Non Pre-priced Task prior to submission

Three (3) Quotes on vendors' or subcontractors' letterhead

Justification for less than three (3) Quotes

**Contractor is paid the amount in the following formula:**

- A=direct labor cost and fringe benefits per prevailing wage rates
- B=direct material costs (supported by quotes)
- C=direct equipment costs (supported by official posted state rental rates)
- D=allowable overhead costs =  $A \times 25\%$  (i.e. workers compensation insurance)
- E=allowable profit =  $(A + B + C) \times 10\%$

**The final price submitted for Non Pre-priced Tasks which are performed by a subcontractor is according to the following formula:**

- F=subcontractor costs (supported by quotes)
- G=Contractor allowance for subcontractor costs = **F x 15%**
- Total cost of Non Pre-priced Task =  $A + B + C + D + E + F + G$

# JOC Contract Documents



## Technical Specifications

- Specifies Quality of Materials and Workmanship
- Corresponds with Tasks in the Construction Task Catalog<sup>®</sup>







# JOC Process – How is JOC Bid?

## Award Based on Competitive Bid

- Must Bid 2 Adjustment Factors:
  - **Normal Working Hours**: 8:00 am to 4:30 pm Monday to Friday
  - **Other Than Normal Working Hours**: 4:31 pm to 7:59 am Monday to Friday, and all day Saturday, Sunday and County Holidays
- Adjustment Factors Apply to All Tasks in the CTC
- Each Adjustment Factor is Weighted to Create an Award Criteria Figure
- Lowest Award Criteria Figure From a Responsive, Responsible Bidder Wins!



# Process - How is Work Done?



Joint Scope Meeting (JSM) With the County, Contractor, and Others to define the Detailed Scope of Work

The Client Issues Request for Proposal for the Agreed Upon Detailed Scope of Work

Proposal Development

- Typical Proposal Due Date will be 2 weeks from RFP

Proposal Review

Issuance of Job Order

Total Time Goal: Average 3-5 weeks





# Solicitation Details

## Prior to Bidding the County Will Not:

- Identify or Commit to any Specific Project or Location
- Identify or Commit to any Specific CTC Tasks or Quantities

Contract	Contract Type	Minimum Contract Value	Maximum Contract Value	Contract Term	Initial Payment & Performance Bonding (Each)	Payment & Performance Bonding Increased by (Each)
JOC-1809	Engineering "A" License	\$0	\$4,550,000	1 Year	\$1,000,000	\$500,000 increments to \$4,550,000
JOC-1810	Engineering "A" License	\$0	\$4,550,000	1 Year	\$1,000,000	\$500,000 increments to \$4,550,000
JOC-1811	Engineering "A" License	\$0	\$4,550,000	1 Year	\$1,000,000	\$500,000 increments to \$4,550,000



# Solicitation Details

## Differing Site Conditions or Changes in Scope

- Priced from Construction Task Catalog®
- Supplemental Job Order
- No Negotiated Change Orders

## Filings and Permits

- Fees paid for all Permits reimbursed 100% - **No Markup**

## Liquidated Damages

- On a Job Order - by - Job Order basis
- Sliding Scale Based on Job Order Value

Bid Security: \$25,000

Required registration with the Department of Industrial Relations



# Solicitation Details

## Internet Based Software Provided with Contract

- eGordian Software Automates the Proposal Process

The screenshot displays the eGordian software interface, which is used for managing job orders and price proposals. The interface is divided into two main sections: Job Orders and Price Proposal List (Beta).

**Job Orders Section:**

- Buttons: New Job Order, Grouping, Clear Grouping, Customize.
- Search: Search for: [ ] in [ Commonly searched fields ]
- Table Columns: Project Number, Job Order Number, Title, Project Status.
- Table Data (Sample):

Project Number	Job Order Number	Title	Project Status
5674-467-0186	5674-467-0186-01	Emergency Work - Francis Park	WIP
5674-468-0152	5674-468-0152	Stormwater work at 611-622 Sports	WIP
5674-467-0142	5674-467-0142-01	SPS - Reception/Customs Lobby Alteration - SCLB Trade	Closed Out
5674-463-0207	5674-463-0207-01	Breakdown Fire Station Signs	WIP
5674-468-0207	5674-468-0207	Landscape Trade Work	Proposed
5674-724-0144	5674-724-0144-01	Service Call #10	WIP
5674-423-0008	5674-423-0008-01	Wood Run MS job and parking work	WIP
5674-463-0024	5674-463-0024-01	County City Storage - Hooping Area Alterations	Construction Complete
5674-463-0030	5674-463-0030-01	Nebraska PD	WIP
5674-463-0030	5674-463-0030-01	San J Center Loading Dock Alterations	Under Construction
- Footer: Showing 1 to 10 of 165 Job Orders. [First] [Previous] [1] [2] [3] [4] [5] [Next] [Last]

**Price Proposal List (Beta) Section:**

- Buttons: New Price Proposal, Grouping, Clear Grouping, Customize.
- Search: Search for: [ ] in [ Commonly searched fields ]
- Table Columns: Project Number, Job Order Number, Name, Total \$.
- Table Data (Sample):

Project Number	Job Order Number	Name	Total \$
5674-467-0186	5674-467-0186-01	Emergency Work - Francis Park	\$10,507.00
5674-468-0152	5674-468-0152	Stormwater work at 611-622 Sports	\$124,200.07
5674-468-0207	5674-468-0207	Landscape Trade Work	\$63,602.93
5674-463-0207	5674-463-0207-01	Nebraska CO	\$1,207.46
5674-468-0208	5674-468-0208	Coordination of Existing Utilities - Repair Main Church Turn Lane	\$36,000.25
5674-423-0008	5674-423-0008	Emergency Response Work (SCLB/TC)	\$1,175.00
5674-463-0040	5674-463-0040	Repair Work at 160176	\$14,402.93
5674-463-0024	5674-463-0024	WIP - Stormwater Repair Main Storage	\$6,467.46
5674-463-0024	5674-463-0024-01	WIP - Stormwater Repair Main Storage	\$6,467.46
5674-467-0116	5674-467-0116	Nebraska Fire Station 400 - Replacement of existing steel siding on the exterior Park House	\$70,000.00
- Footer: Showing 1 to 10 of 165 Price Proposals. [First] [Previous] [1] [2] [3] [4] [5] [Next] [Last]

Chat Support | Email Support | All Rights Reserved ©2014 The Gordian Group, Inc.



# Contractor License Fee

Access to eGordian<sup>®</sup>, Construction Task Catalog<sup>®</sup>, other proprietary materials

- Most advanced technology and data in the marketplace.
- Paperless
- Efficient
- Tasks and prices input directly... no fishing through old files and estimating books for costs

JOC process training

eGordian<sup>®</sup> software training

24-hour support software support.

Included in the Contractor's Adjustment Factor

- Consider with the Bid as an Overhead cost
- 1% of Job Order Price



# JOC Overview – Contractor Benefits

## Why JOC Works for The Contractors

- Good work is rewarded with more work
  - Profit is a function of volume
  - Volume is driven by performance
  - JOC provides a steady flow of work
  - Do not have to chase the next project
- Long-term relationship with the County
  - Good work is rewarded with more work
  - Develop partnership with the County
- Reduced Risk
  - Payment for every element of work performed
  - Ability to provide input during scope development

# JOC Overview



## Why JOC Works for The County

- A Fixed Priced, Fast Track Procurement Process
- Job Orders are Lump Sum
- The Ability to Accomplish a Substantial Number of Individual Projects with a Single Competitively Bid Contract
- On-Call Contractors Ready to Perform a Series of Projects at Different Locations for Competitively Bid Prices
- Contractor Has A Continuing Financial Incentive To Provide
  - Responsive Services
  - Accurate Proposals
  - Quality Work on Time
  - Timely Close Out
- Future Purchase Orders Tied to Contractor Performance
  - No Obligation To Award Specific Projects
  - The County can Use All Other Methods For Accomplishing Projects

# Methods to Calculate Bid – Adjustment Factors



## Recommended Method

### Use Historical Project Data

- Select a Completed Project
  - You Know Scope and Direct Costs
- Price Project From CTC
- Add on Overhead and Profit
- Calculate the Adjustment Factor

## Alternative Method

### Create a Representative Project

- Create a Scope of Work
- Get Sub Quotes or Estimate Cost
- Price Project From CTC
- Add on Overhead and Profit
- Calculate the Adjustment Factor

# Sample Project - Detailed Scope of Work



## Multifamily Unit Renovation

- Doors and Hardware
  - Replace 12 interior doors, hinges and hardware
  - Doors shall be 3x7, solid core wood doors
  - Grade 2 locksets with knobs
  - Replace 2 push bar exist devices and door closers on exit doors
- Interior Lighting
  - Replace all lay-in troffer fixtures on first and second floors. 48 in total
  - Replace 4 exit fixtures
  - Replace 12 industrial fixtures in shop area
- Plumbing Fixtures
  - Replace 8 bathroom sinks, 8 faucets, and 8 toilets in men's and women's bathroom in admin building and shop area
  - Replace 4 water fountains
- Replace Boiler
  - Demo existing boiler and as much piping and venting to accommodate new boiler. Install a new 1028 mbh oil fired cast iron boiler. Weil-McLain Model 88. No access for packaged boiler. Must field assemble sections. Provide new piping as required.
- Normal Working Hours Apply



# Sample Project – CTC Price vs. Quotes



## Direct Cost of Work from CTC

- Replace Boiler \$ 48,911.43
- Doors/Hardware \$ 9,748.46
- Lighting \$ 15,845.00
- Plumbing \$ 14,986.76

TOTAL = \$ 89,491.65

## Direct Cost of Work from Quotes or Estimates

- Replace Boiler \$ 47,500.00
- Doors/Hardware \$ 9,250.00
- Lighting \$ 16,750.00
- Plumbing \$ 12,500.00

TOTAL = \$ 89,000.00

# Sample Project – Putting It All Together



A.	Direct Cost of Work from Quotes	\$89,000.00
B.	Overhead 10%*	<u>\$ 8,900.00</u>
C.	Subtotal (Cost & O/H)	\$97,900.00
D.	Profit 10%*	<u>\$ 9,790.00</u>
E.	Subtotal (Cost & O/H & Profit)	\$107,690.00
F.	Price From CTC	\$89,491.65

**Adjustment Factor (= E / F) = 1.2034**

\*Sample Only. Contractor to determine O/H & Profit.  
Prepare this calculation for more than one sample project.



# Filling Out the Bid Form

**Normal Working Hours:** Work performed during Normal Working Hours in the quantities specified in individual Job Orders for the Unit Price sum specified in the Construction Task Catalog® multiplied by the Adjustment Factor of:

1 . 2 0 3 4

**Other than Normal Working Hours\*:** Work performed during Other Than Normal Working Hours in the quantities specified in individual Job Orders for the Unit Price sum specified in the Construction Task Catalog® multiplied by the Adjustment Factor of:

1 . 2 6 8 5

\* Bids will be rejected as non-responsive if the 'Other than Normal Working Hours' Adjustment Factor is not equal to or greater than the 'Normal Working Hours' Adjustment Factor.

## Award Criteria Figure Formula

Line 1.	Normal Working Hours Adjustment Factor	1. 1 . 2 0 3 4
Line 2.	Multiply Line 1 by 80%	2. 0 . 9 6 2 7
Line 3.	Other than Normal Working Hours Adjustment Factor	3. 1 . 2 6 8 5
Line 4.	Multiply Line 3 by 20%	4. 0 . 2 5 3 7
Line 5.	Add Lines 2 and 4 (This is the Award Criteria Figure)	ACF = 1 . 2 1 6 4

\* Sample only



# Bid Considerations

## Contractors Should Expect To

- Prepare incidental drawings or sketches for some projects
  - Justify Quantity Calculations
  - Explain Detail of Work
- Prepare proposals for some projects that may be canceled
- Margins on CTC tasks vary
- Some projects are more profitable than others
- Maintain a fully functioning office
- Maintain a fully functioning staff
- Hold required licenses
- Meet participation goals
- 1% of each Job Order is a Contractor License Fee for eGordian® software access



# Contractor Adjustment Factors

## Importance of Adjustment Factors

- Determines winning bidder AND
- Used to price individual Job Orders
- Price proposal total becomes the lump sum Job Order amount

	Unit Price	x	Quantity	x	Adjustment Factor	=	Total for Task
+	Unit Price	x	Quantity	x	Adjustment Factor	=	Total for Task
+	Unit Price	x	Quantity	x	Adjustment Factor	=	Total for Task
							<hr/>
							Total Job Order Price



# Risks of Low Adjustment Factor

Leads to Arguments in Proposal Review

- Unsupportable Tasks
- Exaggerated Quantities

Leads to Delays in Job Order Development

- Takes Longer to Review Proposals

Creates an Adversarial Relationship

- Reduced Volume of Work
- Will Shorten Contract
- Lost Profitability

No Second Chance to Improve Margin



# Review / Key Points

Focus on Total Potential Value of Contract

- \$4,550,000

Evaluate Construction Task Catalog<sup>®</sup>

- Analyze Unit Prices
- Know the General Guidelines for Using the CTC

Contractor Performance Drives Volume

- Responsive Service
- Accurate Proposals
- Safe and Clean Project Sites
- High Quality Construction
- On-Time Completion
- On-Time Close Out



# Bids

**Sealed bids due: Thursday, February 8, 2018 at 2:30 PM**

**County Manager/Clerk of the Board of Supervisors  
Hall of Justice and Records  
400 County Center  
Redwood City, CA**

**Contract Documents including the Construction Task Catalog<sup>®</sup>, Technical Specifications, and forms of Proposal and Contract may be seen and obtained at the office of the Director of Public Works, 555 County Center, 5th Floor, Redwood City, California, 94063-1665. Contract Documents may be obtained for a: NON-REFUNDABLE FEE OF \$25.00 PER SET**

**Sealed Bids: ONE (1) fully executed paper bid document**

**The bid number and company name must be included on the outside of your sealed package and failure to do so may result in the inadvertent opening of the package and may cause your bid to be rejected.**





# Questions?

**Make Sure you Signed the Pre-bid Sign-In Sheet**

**All questions concerning this solicitation must be received via email no later than:**

- **February 2, 2018**

**Submit questions to:**

Office of the Director of Public Works  
555 County Center, 5<sup>th</sup> Floor  
Redwood City, CA 94063-1655  
(650) 363-4100