



# County of San Mateo

## Job Order Contracting

## Mandatory Pre-bid Conference

General Construction JOC 1901, 1908 & 1909  
Roofing JOC 1902 & 1903,  
Painting JOC 1904 & 1905 and  
Electrical/Lighting JOC 1906 & 1907

May 30, 2018





# Pre-Bid Conference Agenda

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- JOC Overview
- JOC Contract Documents
- JOC Process
- Solicitation Details
- Understanding the Construction Task Catalog® (CTC)
- Calculating the Bid
- Bid Considerations & Review
- Contractor Adjustment Factors
- Risk of Low Adjustment Factors
- Questions

# Job Order Contracting



## 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

# 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

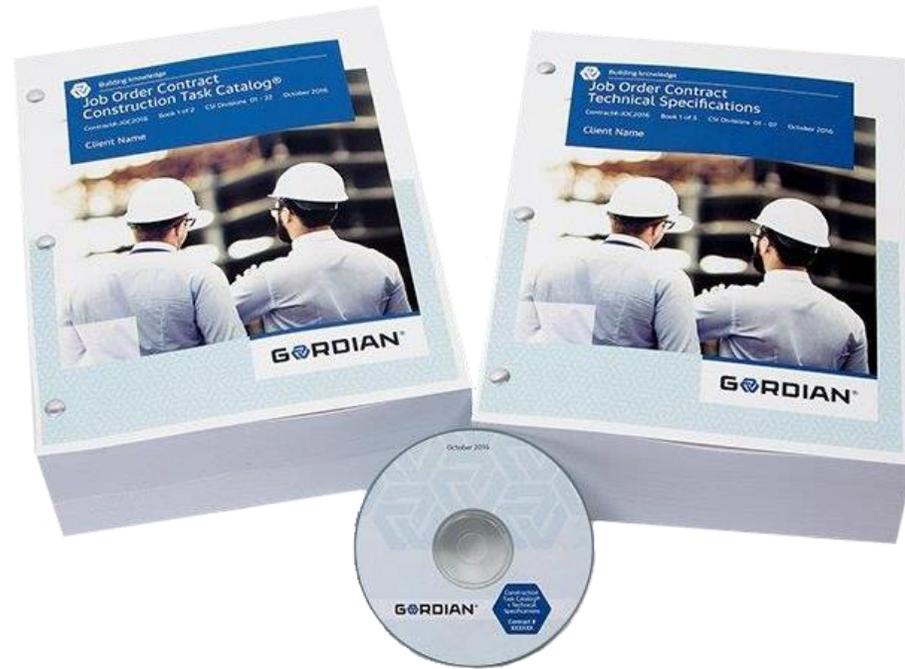
Owner  
Project B

Subcontracting  
Opportunities

Owner  
Project C

Subcontracting  
Opportunities

# Contract Documents



- Front end documents
- Construction Task Catalog<sup>®</sup>
- Technical Specifications

# Front End Documents



- Notice to Contractors
- Instructions to Bidders
- Proposal – Bid Forms
- Division I – General Requirements
- Forms
- General and Supplementary Conditions

STATE OF CALIFORNIA

PROJECT MANUAL  
And  
CONTRACT DOCUMENTS  
For  
JOB ORDER CONTRACT  
FOR  
**GENERAL CONSTRUCTION**

**Project No. JOC-1812**

APPROVED: May 2018

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

# Construction Task Catalog®



- Catalog of Pre-Priced Construction Tasks
- Based on Local Labor, Material & Equipment Costs
- Unit prices are for Direct Cost of Construction only
- The tasks represent the “Scope of Work” for the contract
- Items that list manufacturer and model number are to specify quality and must be used as equal instead of Non-Prepriced items

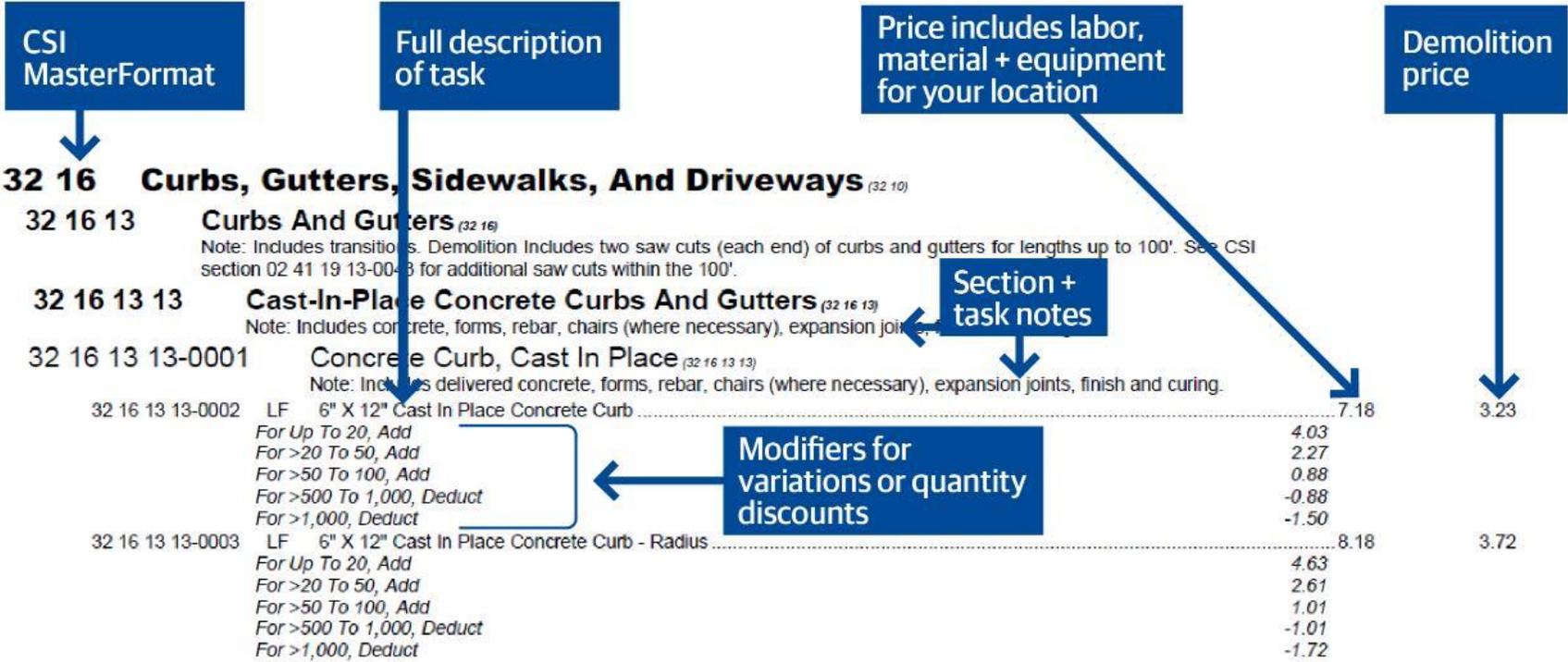


# Construction Task Catalog®



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</b>		<b>Curbs, Gutters, Sidewalks, And Driveways</b> <small>(32 10)</small>		
<b>32 16 13</b>		<b>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 13-00-8 for additional saw cuts within the 100'.</small>		
<b>32 16 13 13</b>		<b>Cast-In-Place Concrete Curbs And Gutters</b> <small>(32 16 13)</small>		
		<small>Note: Includes concrete, forms, rebar, chairs (where necessary), expansion joints, finish and curing.</small>		
<b>32 16 13 13-0001</b>		<b>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
		<i>For Up To 20, Add</i> .....	4.03	
		<i>For &gt;20 To 50, Add</i> .....	2.27	
		<i>For &gt;50 To 100, Add</i> .....	0.88	
		<i>For &gt;500 To 1,000, Deduct</i> .....	-0.88	
		<i>For &gt;1,000, Deduct</i> .....	-1.50	
32 16 13 13-0003	LF	6" X 12" Cast In Place Concrete Curb - Radius .....	8.18	3.72
		<i>For Up To 20, Add</i> .....	4.63	
		<i>For &gt;20 To 50, Add</i> .....	2.61	
		<i>For &gt;50 To 100, Add</i> .....	1.01	
		<i>For &gt;500 To 1,000, Deduct</i> .....	-1.01	
		<i>For &gt;1,000, Deduct</i> .....	-1.72	



# Understanding the Construction Cost Catalog®



- Contractor should review “Using the Construction Task Catalog®”
  - The Unit Prices Include
  - Complete and In-place Construction
  - The Adjustment Factors Include: Overhead, Profit, Subs Overhead and Profit, Taxes, Fringe Benefits, Financing, Business Risk, 1%CLF
- Construction Related Costs: **Project Management, All Project Meetings** (Joint Scope, Proposal Review, etc), Permit Services, Submittal Preparation, Incidental A&E, Vehicles, Temporary Utilities, Excess Waste, Daily & Final Clean-up, Etc.
- General Interpretations

**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 Canada copyright by CSC. All Rights Reserved. For license information, contact CSI at [csi@csimail.org](mailto:csi@csimail.org). For more information on MasterFormat and [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.

**EQUIPMENT COSTS:**

- ☑ 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.

**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.

Month 2017  
**Owner**

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# Understanding the Construction Cost 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 (NPP) Tasks

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- Contractor **must have permission from the County of San Mateo 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=The number of hours for each labor classification and hourly rates
  - B=direct material costs (supported by three independent quotes for all materials)
  - C=direct equipment costs (supported by official posted state rental rates other than small tools)
  - **Total Cost for self-performed work = (A+B+C) x Appropriate Adjustment Factor or 1.15 (Whichever is less and Only if A & B cannot be priced out of the CTC)**
  - If the Work is to be subcontracted, the Contractor must submit three independent bids from Subcontractors.
  - The final price submitted for Non Pre-priced Tasks which are performed by a subcontractor is according to the following formula:
    - **D=subcontractor costs (supported by quotes)**
    - **Total cost of Non Pre-priced Task = D x Appropriate Adjustment Factor or 1.15 (whichever is less)**

# Technical Specifications



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



# Bidding Process



- **Must Bid Six Adjustment Factors -**

- Normal Working Hours; Shift Work 6:00 AM to 6:00 PM Monday-Friday;
- **Other than Normal Working Hours**; after Hours Monday-Friday; All Day Saturday, Sunday and Holidays
- **Normal Working Hours** - Detention Facilities
- **Other than Normal Hours** - Detention Facilities
- **Normal Working Hours** - OSHPD Facilities
- **Other than Normal Hours** - OSHPD Facilities

- **Same Adjustment Factors Apply to All Tasks in the CTC**

- Adjustment Factors Must Include All Indirect Costs and Profit
- Adjustment Factors Fixed for the Duration of Contract Term

- **Lowest Adjustment Factor From a Responsive, Responsible Bidder Wins!**

**1**

WORK PERFORMED DURING  
NORMAL WORKING HOURS

**2**

WORK PERFORMED DURING  
OTHER THAN NORMAL  
WORKING HOURS

**3**

DETENTION FACILITIES –  
NORMAL WORKING HOURS

**4**

DETENTION FACILITIES -  
OTHER THAN NORMAL  
WORKING HOURS

**5**

OSHPD FACILITIES –  
NORMAL WORKING HOURS

**6**

OSHPD FACILITIES –  
OTHER THAN NORMAL  
WORKING HOURS

# The Process



# Solicitation Details



Contract	Contract license required	Minimum Contract Value	Maximum Contract Value	Contract Term	Initial Payment & Performance Bonding (Each)
JOC-1901, 1908, 1909	B - General Building	\$0	\$2,500,000	1 Year	\$250,000
JOC-1902	C39 - Roofing	\$0	\$1,000,000	1 Year	\$250,000
JOC-1903	C39 - Roofing	\$0	\$1,000,000	1 Year	\$250,000
JOC-1904	C33 - Painting	\$0	\$1,000,000	1 Year	\$250,000
JOC-1905	C33 - Painting	\$0	\$1,000,000	1 Year	\$250,000
JOC-1906	C-10 - Electrical/ Lighting	\$0	\$1,000,000	1 Year	\$250,000
JOC-1907	C-10 - Electrical/ Lighting	\$0	\$1,000,000	1 Year	\$250,000



Payment and Performance Bonds will be increased to not less than 100% of the Max Contract Value if Collective Job Orders exceed \$250,000

# Solicitation Details

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- Differing Site Conditions or Changes in Scope
  - Priced from Construction Task Catalog®
  - Supplemental Task 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
  - Typical range is, but not limited to, \$300 - \$1,000 per day
- Bid Security: \$25,000

# Solicitation Details



## Internet Based Software Provided with Contract

- eGordian<sup>®</sup> Software Expedites the Task Order Process
  - Price Proposals
  - Subcontractor Lists
  - Tracking Dates
  - Required Task Order Forms
- Training provided

The screenshot displays the eGordian software interface. The top navigation bar includes the eGordian logo, navigation links (Home, New Tab, Clean Up), and user information (Current Company: [username]). The main content area is divided into two panels:

- Job Orders:** A table with columns for Project Number, Job Order Number, Title, and Project Status. It lists various tasks such as "Emergency Work - Franchise Park" and "Subcontractor work at 801-803".
- Price Proposal List (Beta):** A table with columns for Project Number, Job Order Number, Name, and Total \$. It lists price proposals for tasks like "Emergency Work - Franchise Park" and "Subcontractor work at 801-803".

Both panels include search filters, sorting options, and pagination controls.



# 1% Contractor License Fee

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



# Why JOC Works For Contractors

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- 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
  - Win a higher percentage of proposed projects
  - Easier process for project proposals
- Long-term relationship with County of San Mateo
  - Good work is rewarded with more work
  - Develop partnership with the County
- Ability to leverage Subcontractor and Supplier relationships
- Ability to sell value, not just compete to be the lowest price



# Why JOC Works For Facility Owners

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- A Fixed Priced, Fast Track Procurement Process
- Task Orders are Lump Sum
- Schedule Flexibility – No shelf life for prices or task orders
- The Ability to Accomplish a Substantial Number of Individual Projects with a Single Competitively Bid Contract
- 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



# Method to Calculate AF

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- **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

# Sample Project: Detailed Scope of Work



- Interior 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. No access for packaged boiler. Must field assemble sections. Provide new piping as required.
- Normal Working Hours Apply

# Sample Price: CTC vs. Quote



## Direct Cost of Work from CTC

- Replace Boiler \$ 33,055.73
- Doors/Hardware \$ 8,282.09
- Lighting \$ 13,119.77
- Plumbing \$ 11,886.53

TOTAL = \$ 66,344.12

## Direct Cost of Work from Quotes or Estimates

- Replace Boiler \$ 34,500.00
- Doors/Hardware \$ 7,250.00
- Lighting \$ 12,750.00
- Plumbing \$ 10,500.00

TOTAL = \$ 65,000.00



# Sample Price: Putting it all together

• A.	Direct Cost of Work from Quotes	\$65,000.00
• B.	Overhead 10%*	<u>\$ 6,500.00</u>
• C.	Subtotal (Cost & O/H)	\$71,500.00
• D.	Profit 10%*	<u>\$ 7,150.00</u>
• E.	Subtotal (Cost & O/H & Profit)	\$78,650.00
• F.	Price From CTC	\$66,344.12
•	<b>Adjustment Factor (= E / F) = 1.1855</b>	

\*Sample Only. Contractor to determine O/H & Profit.

Prepare this calculation for more than one sample project.

# Filling Out the Bid Form



## 2. **BID SCHEDULE:**

**General Facilities Normal Working Hours:** Work performed during Normal Working Hours, in General Facilities, 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 . 1 8 5 5 ONE POINT ONE SIX FOUR NINE

**General Facilities Other than Normal Working Hours\*:** Work performed during Other Than Normal Working Hours, in General Facilities, 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 3 0 0 ONE POINT TWO THREE ZERO ZERO

**Detention Facilities\*\* Normal Working Hours:** Work performed during Normal Working Hours, in Detention Facilities, 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 4 0 0 ONE POINT TWO FOUR ZERO ZERO

**Detention Facilities Other than Normal Working Hours\*:** Work performed during Other Than Normal Working Hours, in Detention Facilities, 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 . 3 1 5 0 ONE POINT THREE ONE FIVE ZERO

**OSHPD Facilities\*\* Normal Working Hours:** Work performed during Normal Working Hours, in OSHPD Facilities, 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 8 0 0 ONE POINT TWO EIGHT ZERO ZERO

**OSHPD Facilities Other than Normal Working Hours\*:** Work performed during Other Than Normal Working Hours, in OSHPD Facilities, 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 . 3 5 0 0 ONE POINT THREE FIVE ZERO ZERO

# Filling Out the Bid Form



<b>Line 1.</b>	<b>General Facilities Normal Working Hours</b>	<b>1. 1.1855</b>
<b>Line 2.</b>	<b>Multiply Line 1 by 40%</b>	<b>2. 0.4742</b>
<b>Line 3.</b>	<b>General Facilities Other than Normal</b>	<b>3. 1.2300</b>
<b>Line 4.</b>	<b>Multiply Line 3 by 10%</b>	<b>4. 0.1230</b>
<b>Line 5.</b>	<b>Detention Facilities Normal Working Hours</b>	<b>5. 1.2400</b>
<b>Line 6.</b>	<b>Multiply Line 5 by 15%</b>	<b>6. 0.1860</b>
<b>Line 7.</b>	<b>Detention Facilities Other Than Normal</b>	<b>7. 1.3150</b>
<b>Line 8.</b>	<b>Multiply Line 7 by 10%</b>	<b>8. 0.1315</b>
<b>Line 9.</b>	<b>OSHPD Facilities Normal Working Hours</b>	<b>9. 1.2800</b>
<b>Line 10.</b>	<b>Multiply Line 9 by 15%</b>	<b>10. 0.1920</b>
<b>Line 11.</b>	<b>OSHPD Facilities Other Than Normal</b>	<b>11. 1.3500</b>
<b>Line 12.</b>	<b>Multiply Line 11 by 10%</b>	<b>12. 0.1350</b>
<b>Line 13.</b>	<b>Add Lines 2, 4, 6, 8, 10 &amp; 12 (This is the Award Criteria Figure)</b>	<b>ACF = 1.2417</b>

# Bid Considerations

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- 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 Might be Canceled
  - Margins on CTC Tasks Vary
  - Some Projects are More Profitable than Others
  - Maintain a Fully Functioning Local Office
  - Hold Required Licenses
  - 1% of each Task Order as a Contractor License Fee for eGordian®



# Contractor Adjustment Factor

## Importance of Adjustment Factors

- Determines Lowest Bidder AND
- Used to Price Individual Task Orders
- Price Proposal Total Becomes the Lump Sum Task Order Amount

$$\begin{array}{rclclclcl} \text{Unit Price} & \times & \text{Quantity} & \times & \text{Adjustment Factor} & = & \text{Total for Task} \\ + & & & & & & \\ \text{Unit Price} & \times & \text{Quantity} & \times & \text{Adjustment Factor} & = & \text{Total for Task} \\ + & & & & & & \\ \text{Unit Price} & \times & \text{Quantity} & \times & \text{Adjustment Factor} & = & \text{Total for Task} \\ & & & & & & \hline & & & & & & \text{Total Task Order Price} \end{array}$$



# Risks of Low Adjustment Factor

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- Leads to Arguments in Proposal Review
  - Unsupportable Tasks
  - Exaggerated Quantities
- Leads to Delays in Task 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 your Margin



# Review of Key Points

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- Focus on Total Value of each Contract
- Evaluate Construction Task Catalog<sup>®</sup>
  - Analyze Unit Prices
  - Know the General Guidelines for Using the CTC
- Contractor Performance Drives Volume
  - Ability to Market Program and Services
  - Responsive Service
  - Accurate Proposals
  - Safe and Clean Project Sites
  - High Quality Construction
  - On-Time Completion
  - On Time Close Out

# Bids



- Each bid must be submitted on the proposal bid forms provided in the Contract Documents.
- Also, each bid must be accompanied by security in the form of a bid bond issued by a corporate surety, a cashier's check payable to the County of San Mateo for an amount not less than \$25,000.
- Contractor shall not assign this Agreement or any portion of it to a third party to provide services required by Contractor under this Agreement without the prior written consent of the County, the Director of Public Works or his designee. Any such assignment or subcontract without County's prior written consent shall give County the right to automatically and immediately terminate this Agreement without penalty or advance notice.

# Questions?



- Make Sure you Signed the Pre-bid Sign-In Sheet
- In instances where more than one contract is awarded per trade, one (1) contract will be awarded to the successful lowest bidder and one (1) to the second lowest bidder. Only one bid per Contractor shall be submitted for both contracts. The apparent lowest responsive and responsible bidder on one JOC contract will be excluded from consideration for the subsequent contract.
- Any questions regarding the Contract Documents may be submitted by email to *Rana Naser* at [rnaser@smcgov.org](mailto:rnaser@smcgov.org) or (650) 599-7302. All bid questions are preferred in writing no later than ten (10) calendar days prior to the bid date.

**Bids Due: June 13, 2018 at 2:30pm**