

University of Washington
REQUEST FOR PROPOSALS for
JOB ORDER CONTRACTING SERVICES 2020
Project No. 207322

Submittal Deadline: **February 10, 2020 at 3:00 PM**

1.0 INTRODUCTION

The University of Washington (University) is requesting Proposals from contractors interested in providing Job Order Contracting (JOC) services to the University at its campuses. The University intends to select two Job Order Contractors. The selected Job Order Contractors shall provide planning and construction services including, but not limited to, minor construction, renovation, repair and alteration projects for classroom, research, laboratory, medical, administrative, sports and other facilities.

The University has determined that the use of Job Order Contracting has been of benefit by providing an effective means of reducing the total lead-time and cost for small construction and repair work at the University's facilities.

Chapter 39.10 RCW outlines the requirements for JOC and authorizes the University to utilize this contracting procedure. All submittals under this solicitation are subject to RCW 39.10.470.

2.0 SCOPE INFORMATION

The University of Washington (UW) is one of the world's preeminent public universities. The JOC Contracts awarded under this solicitation may be utilized at the following locations: University of Washington Medical Center; University of Washington Health Sciences Center; Harborview Medical Center; University of Washington – Seattle, Tacoma and Bothell campuses; University of Washington – Pack Forest; and University of Washington Laboratory at Friday Harbor.

3.0 SELECTION PROCESS

The University will utilize the three-step process set forth below to select the JOC Contractors. **Please Note:** The University will contact firms after each step of the process to notify them of whether they will be moving on to the next step, as appropriate.

- 3.1 The University's evaluation committee will evaluate all Proposals submitted by firms in response to this Request for Proposals (RFP), in accordance with the qualifications and evaluation criteria set forth in Section 7 of this RFP.
- 3.2 Based on the evaluation and scoring of the Proposals, the highest ranked firms will be invited to participate in an interview with the evaluation committee. The firms'

interviews will be scored in accordance with the criteria outlined in Section 7.8 of this RFP.

- 3.3 After all interviews have been conducted, the interview scores and Proposal scores will be added together, and the highest ranked firms will be invited to submit a Final Proposal, in the form of a sealed bid. The bid will be in the form of a coefficient, or coefficients, to be applied to pre-priced tasks contained in the University's selected Unit Price Book, and based on the Contract Documents provided by the University. The University reserves the right to include other unit price items with the bid.

The Unit Price Book to be used for this Contract will be the current edition of the RS MEANS Facility Construction Cost Data, active at the time of execution of the master JOC Contract. The current RS Mean Cost Data book, at the time of each annual contract renewal, will be incorporated by reference. Pricing, fees, coefficients, and similar will remain in effect for the duration each contract year.

The coefficient shall compensate the contractor for all corporate office expense overhead, profit, bonds, insurance, and similar necessary to complete the work in accordance with the terms of the JOC Contract awarded under this solicitation.

The Contract Documents governing this solicitation and the work of the JOC Contract may include; a) the various University departmental Design Guides, as amended from time to time, available at the following website: <https://facilities.uw.edu/catalog/fsdg>, and b) the JOC Contract Documents and Specification Standards, dated January 2020 available at the following website: <https://facilities.uw.edu/projects/business-opportunities/boilerplate-specs>. Documents will be available for viewing Thursday January 23, 2020.

The two firms with the highest scoring overall proposals, resulting from evaluation of the Proposals, the interview, and the Final Proposals may, at the University's option, be selected as the University's JOC Contractors, subject to compliance with RCW 39.10.430(5).

4.0 BUSINESS EQUITY

The UW works to provide the most opportunity through all our business interactions for diverse businesses in our community and strives to achieve at least 20% inclusion rates of all business activities with diverse firms. As such the UW encourages businesses of all sizes and types to self-declare if you identify, or any of your associates identify, as a small businesses, minority-owned businesses, women-owned businesses, and other historically marginalized businesses, herein referred to as Business Equity Enterprises (BEE). BEE include any entity licensed to do business in the State of Washington, including a corporation, partnership, sole proprietorship, or other legal entity, of any size, that meets any of the following:

Certified Business Enterprise (CBE): Any business enterprise certified with the Washington State Office of Minority and Women's Business Enterprises (OMWBE), Northwest Mountain

Minority Supplier Diversity Council (NWMSDC), Women’s Business Enterprise National Council (WBENC) or similar certifying body.

Lesbian/Gay/Bisexual/Transgender Business Enterprise (LGBTE): More than 50% owned and controlled by at least one person who is a member of the LGBTQIA community.

Minority Business Enterprise (MBE): More than 50% owned and controlled by at least one person who is a member of one or more of the following minority groups:

- Asian Pacific American
- Black American
- Hispanic American
- Native American
- Subcontinent Asian American

Minority Women’s Business Enterprise (MWBE): More than 50% owned and controlled by at least one woman who is a member of one or more of the above minority groups.

Small Business Enterprise (SBE): A business entity that:

Can attest that it is owned and operated independently from all other businesses and;
Conforms to the U.S. Small Business Administration Size Standards of the North American Industry Classification System (NAICS) Codes in which it is to be engaged at the UW; or is certified with the OMWBE.

Veteran’s Business Enterprise (VBE): Certified with the Washington State Department of Veteran’s Affairs (DVA)

Women’s Business Enterprise (WBE): More than 50% owned and controlled by one or more women.

Given the nature and requirements of JOC, the University anticipates inclusion opportunities far beyond the traditional opportunities for diverse businesses in construction. JOCs should focus on inclusion and equity efforts that would afford BEEs included for any and all typical scopes in facility renovation projects.

5.0 SCHEDULE

The following is the current planned schedule for the selection process. Dates and times are subject to change; interested parties will be promptly notified of any changes to key dates via an addendum.

Publication of Request for Proposals for Job Order Contracting Services 2020 in *Seattle Daily Journal of Commerce*, and other relevant publications

January 21 & 23, 2020

Pre-Proposal meeting

January 27, 2020

RFP Proposals submittal deadline	February 10, 2019
Notification of most qualified firms selected to be interviewed	February 18, 2020
Interviews	Week of March 2, 2020
RFP Notification of most highly qualified firms selected to submit Final Proposals	Week of March 9, 2020
Final Proposal submittal deadline; selection of firm with highest total score	March 16, 2020
JOC Contract anticipated execution	April 1, 2020

6.0 INFORMATION FOR JOC CONTRACTORS

- 6.1 Specific project requirements will be identified in individual Work Orders issued by the University.
- 6.2 The University guarantees a minimum volume of Work Orders for the JOC Contract awarded under this solicitation of \$100,000.
- 6.3 The maximum total dollar amount that the University may award under the JOC Contract awarded under this solicitation shall not exceed \$4M, excluding sales tax, per year for a maximum of three (3) years. Any unused capacity from the previous year may be carried over for one year and added to the immediate following year's limit. The maximum annual volume including unused capacity shall not exceed the limit of two years.
- 6.4 Each individual Work Order issued for a particular project will not exceed \$500,000.
- 6.5 Any Work Order over \$350,000, excluding sales tax and use tax, that includes 600 or more trade hours for a single trade, shall utilize a state registered apprenticeship program for that single trade in accordance with RCW 39.04.320.
- 6.6 All Work Orders, including those with multiple parts, issued for the same project shall be treated as a single Work Order for purposes of the \$500,000 limit on Work Orders.
- 6.7 Any new, permanent, enclosed building space constructed under a Work Order shall not exceed 3,000 gross square feet.

- 6.8 Each Work Order issued, including those with multiple parts, shall be treated as a separate contract for the purposes of chapters 39.08, 39.12, 39.76, and 60.28 RCW.
- 6.9 The initial contract term will not exceed two years, and may, upon mutual consent of the parties, be extended for up to one (1) additional year, for a total contract duration not to exceed three (3) years.
- 6.10 The JOC Contractor shall provide master Payment and Performance Bonds in the amount of four million dollars \$4,000,000. The JOC Contractor shall provide the Owner a Payment and Performance Bond Rider to cover the total active work order cost amount should it exceed \$4,000,000. A Certificate of Insurance shall be provided to the Owner prior to the issuance of the first work order.
- 6.11 The JOC Contractor shall provide, each month, or as requested, to the University, in an electronic tracking sheet, each month, as a summary of their Contract, including but not limited to, a list of Work Orders under consideration, being planned or being priced, all Work Orders issued, all Work Orders closed, the lump sum price of each Work Order, a list of all subcontractors hired under each Work Order, the dollar amount paid to each subcontractor, the BEE status of the subcontractors, any apprentices used, the number of change orders and value, a copy of the intent to pay prevailing wages and the affidavit of wages paid for each subcontractor on each Work Order, and any other information that the Capital Projects Advisory Review Board, or any other governing agency requests of the University. Additional information may be requested to be included by either party.
- 6.12 If Owner provided information is not sufficient for the work to be priced or permitted under a Work Order, the JOC Contractor may be required to provide appropriate technical specifications, drawings, and/or products and procedures, to the University for review and acceptance. All specifications, drawings, and/or product and procedures developed by the JOC Contractor must be in compliance with the Contract Documents, and all current national, state, and local codes; industry standards and applicable Owner requirements and regulations.
- 6.13 The City Cost Index for Seattle shall be used for work at the Friday Harbor Laboratory, UW Bothell campus, UW Seattle campus, UW Medical Center, UW Health Sciences Center, and Harborview Medical Center. The City Cost Index for Tacoma shall be used for UW Tacoma campus and UW Pack Forest. Other remote locations shall use the City Cost Index for the closest indexed city to that location.

The prices in the "Total, Bare Cost" column will be used. The value of the applicable line items and their quantities will be multiplied by the City Cost Index and the designated coefficient and totaled to determine the lump sum cost of Work Order.

- .12 The JOC Contractor shall not self-perform more than ten percent (10%) of the direct construction work with its own forces, and must subcontract at least ninety (90%) of the direct construction work under the Job Order Contract to entities other than the JOC Contractor.
- 6.14 The JOC Contractor and its subcontractors shall pay prevailing wages for all work that would otherwise be subject to the requirements of chapter 39.12 RCW. Prevailing wages for all work performed pursuant to each Work Order must be at rates not less than those shown in the prevailing wage schedule established by the State Department of Labor and Industries for each Work Order. The JOC Contractor shall use the alternative filing procedures allowed under chapter 39.12 RCW.
- 6.15 The JOC Contractor shall publish notification of intent to perform public works projects at the beginning of each contract year in a statewide publication and in a legal newspaper for general circulation in every county in which the public works projects are anticipated.
- 6.16 No more than twenty percent (20%) of the dollar value of a Work Order may consist of items of work not pre-priced.
- 6.17 An Inclusion Plan (master contract) prepared by the JOC and approved by the University of Washington in consultation with the Office of Minority and Women-owned Business Enterprises (OMWBE) shall be a prerequisite to the issuance of any Work Order by the UW.
- 6.18 The JOC Contractor shall have an office within 5 miles, or as otherwise agreed to by the University, of the main Seattle campus to ensure easy access and quick response from staff. It is imperative that JOC staff be able to lend support on-site within a matter of minutes not hours. Proposers should propose how staff and on-site management will be supported and responsive to UW needs.

7.0 QUALIFICATIONS AND EVALUATION CRITERIA

The University will evaluate Proposals submitted based on the criteria listed below. When responding to this RFP, firms must reply to each of the items set forth in Sections 7.1 through 7.7.

Note: All responses to this RFP shall be organized in the same order as listed below in sections 7.1 through 7.7, and should be thorough, clear, concise, and avoid duplication of information.

7.1 EXPERIENCE AND PAST PERFORMANCE ON PROJECTS. (Maximum of 20 points available)

- 7.1.1 List your firm's past (within the last 3 years) work experience in job order contracting, small "design and build", design-assist or similar type work where the construction cost did not exceed \$500,000 per work order or contract.

Submit *five (5) projects completed* within the last three (3) years. Typical scope could include: projects which were located in hospitals, in a vivarium facility or wet lab, in a classroom, office or similar tenant improvement project, or projects that involved performing utilities, roads and/or other infrastructure modifications. All projects must have been complex enough to have required the use of multiple trade subcontractors.

The following information should be provided for each project:

- A brief description of the work including the location (if inside a multiple facility campus please be specific as to building/room/wing or similar).
- The Owners name and contact information;
- Budget information showing initial and final contract values;
- Duration of project in months;

7.2 PROPOSAL FOR SUPPORT, PRICING AND MANAGEMENT (Maximum of 40 points available)

Describe your team's approach to supporting efficient design and construction management for the JOC Program/each individual Work Order. Proposers are strongly encouraged to review the JOC Contract requirements and incorporate required processes and procedures in their responses to this section. **Note:** If proposing an alternative process/procedure, please explain how this will still meet, or exceed, the intent of the JOC Contract.

- 7.2.1 Work Order Support and Scoping: Provide a diagram of a typical approach to scoping and detailing work orders/small project work that demonstrates efficient flow, concurrent activities, and shortened durations from traditional project delivery. Be sure to incorporate activities such as permitting, end-user vetting, yours and the University's involvement. Identify key personnel involved in the process and identify important milestones in the adopting of scope and design(s). Identify how you manage the scope, schedule and budget when working with not fully designed Work Orders. Discuss what would be the desired level of design/scope the Owner should be presenting to receive the optimal level of support from your Team during this phase.

- 7.2.2 Pricing: Describe your typical process and best practice(s) for pricing construction work, using pre-pricing or unit cost approach.

7.2.3 Management Approach: Provide a diagram and flow of your management processes for Work Orders (If accurate, show coordination to other work flows). Identify key personnel and their roles within the execution of the Work Order. Minimum items to include in the diagram should include but are not limited to:

- Communication plan (owner, subcontractors, vendors, etc.);
- Proposal development;
- Pricing and Cost control/estimating;
- Preconstruction planning and coordination;
- Schedule;
- Request(s) for information or clarifications;
- Change order processes and management;
- Site supervision;
- Subcontractor management and BEE support;
- Record Keeping;
- Punchlist

7.2.4 Quality Control: Provide a brief summary of your firm's approach to developing, implementing, and documenting quality control for Work Orders. At a minimum, address the following:

- Quality assurance and quality control;
- Coordination of inspections;
- Coordination and management of subcontract work to ensure work quality;
- Coordination of commissioning and owner inspections;
- Documentation procedures and tools;
- Discussion of how corrections/punch lists will be managed when the work does not meet contract requirements;
- Safety Assurance (see 7.4);
- Closeout

7.3 KEY PERSONNEL AND STAFFING APPROACH (Maximum of 20 points available)

7.3.1 Describe how your firm plans to staff and conduct the work of the Contract. Present your proposed management team and key personnel in the following order:

- Corporate organizational chart showing interface with and support for the JOC Contract.
- Project Organizational Chart for the proposed staffing, including roles and responsibilities, of this JOC Contract.
- Proposed interface of the JOC Contractor's staff with Owner to include communication procedures with Owner, customers, and subcontractors.
- Designate the proposed administrative support, project manager, project superintendent, field engineer, safety director, and the corporate executive to

be dedicated to the JOC Contract to be executed based on this solicitation, and describe their depth of knowledge and experience in executing similar types of work with multiple disciplines. None of the key personnel (project manager, project superintendent, or corporate executive dedicated to the JOC Contract) shall be changed during the course of the contract term without the prior written consent of the Owner. For efficiency, there may be opportunities for key personnel to perform dual roles.

- Provide resumes showing relevant experience for the JOC Contract of the proposed project manager, project superintendent, project engineer, business equity coordinator, and safety director.
- For the following project team members, Project Manager and Sr. Superintendent, provide three professional references who are not affiliated with the University of Washington and their contact information, including email and telephone number. Refer to the References section of this RFP below for information about how reference checks will be used in the selection process.
- Describe how your firm can expand and contract its staffing based on a fluctuating workload under the JOC Contract. It is anticipated that various levels of superintendent support will be needed when there are multiple active projects, discuss how you will

7.4 SAFETY (Maximum of 10 points available)

7.4.1 In one page or less, describe your firm's approach to the prevention of accidents and injuries on small projects. How does your firm engage its subcontractors in project safety? What expectations about safety does your firm have of its subcontractors, and how are those expectations communicated and subsequently met?

7.4.2 Provide an example of a site-specific safety plan (SSSP) used on a JOC project within the last year.

7.4.3 Complete the Safety and Health Qualifications Statement and include it as Attachment I to this RFP.

7.5 BUSINESS EQUITY (Maximum of 10 points available).

7.5.1 Propose an aspirational goal (percentage) for BEE Inclusion on the \$4M estimated per year of JOC Work. (See Section 4 above.) Defend your goal. Discuss how you believe this goal can be achieved. If your goal is different than the goal stated in Section 4, discuss your rationale for the proposed goal.

7.5.2 For each of the 5 projects you provided in Section 7.1 above, state your firm's performance in the utilization of subcontractors and the subset of BEEs. Identify separately any OMWBE-certified firms. (Please see definitions above to clarify which

subcontractors can be considered business equity.) You may combine this information with the project information above. If you so choose, please identify the section number carefully.

For each project cited, please include the following:

- Date of Contract (begin date – end date);
- Name of the owner and contact person, including email and telephone number;
- Contract value (total awarded);
- Owner’s utilization goals, if any;
- Total amount invoiced;
- Percentage of the total direct construction and design costs paid to **BEE** (your inclusion percentage).

7.5.3 Proposed Inclusion Plan and Approach to BEE Utilization

- A. Submit a proposed Inclusion Plan describing the approach and methodology you will take to ensure the maximum practicable participation by BEE. The University has observed that business strategies such as bonding waivers and assignment rather than bidding can be effective methods to increasing inclusion. Keep in mind that supply can also be counted towards inclusion goals.
1. Discuss your initial thinking on **“planning”** work scopes which are likely to be performed by sub-consultants, including those scopes you anticipate will offer substantial opportunity for BEE participation.
 2. Discuss your initial thinking on **“construction”** work scopes which will likely be subcontracted, including those scopes you anticipate will offer substantial opportunity for BEE participation.
 3. Discuss your initial thinking on **services, supplies, and consumable** scopes that will likely be available for suppliers or service providers, including those that you anticipate will offer substantial opportunity for BEE participation.

Note: Please focus on specific opportunities. The highest scored Inclusion Plans should be specific to this Job Order Contract and intentional, relying upon meaningful, project relevant strategies that remove barriers to participation, support the engagement of BEE’s, and incorporate business processes and practices that optimize opportunities for success. Common business practices such as event attendance, community group involvement, or mass-marketing strategies will not be considered for project specific strategies. Goals that are restating the Owner’s general goals and not specific to the work of the project may be scored lower.

7.5.4 Local Subcontractor Management and Support

- Discuss your firm's knowledge of and experience working with local subcontractors, suppliers, permitting officials, and design professionals.
- Describe your firm's plan for identifying, selecting, managing, and assisting subcontractors to succeed in the JOC environment.
- Provide any unique programs, or corporate initiatives, that you have to mentor, assist, and grow subcontractors in the JOC, or similar, contracting environment.

7.6 APPENDIX

Appendix pages are excluded from the twenty (20) page-sheet submission limit. Proposers can use an Appendix to submit the BEE Inclusion Plan, place lengthy examples, forms, resumes, information, etc. Appendix is limited to an additional fifteen (15) sheets.

7.7 REFERENCES (pass/fail)

- Provide three (3) letters of references from Owner's, Contractors, or Consultants, regarding your firm's past performance. References should include name and contact information.

Refer to the References section of this RFP below for information about how reference checks will be used in the selection process.

7.8 INTERVIEW (Maximum of 40 points available):

The UW intends to shortlist up to four firms to proceed to the interview phase. Should your firm be invited to an interview, questions will be directed solely to the proposed key project staff. At a minimum, the following key individuals responsible for JOC services shall be in attendance: the corporate executive to be dedicated to the JOC Contract; the project manager; the project superintendent.

In a letter from the University, the selected firms will be provided with detailed information regarding the content of the interview. However, generally, the interview will consist of the following elements:

- a presentation regarding a hypothetical project scenario; and
- questions to be responded to at the interview.
- Overall interaction between firm and University

The total interview time will be 1 hour and 30 minutes and should include answers to the supplied questions and presentation on the hypothetical scenario, the final 15 minutes will be for questions and answers.

7.9 FINAL PROPOSAL (Maximum of 10 points available):

Firms invited to submit a Final Proposal shall submit a sealed “bid” in the form of coefficients, and any other items listed, for JOC services on the Bid Form provided by the University (see JOC Solicitation Documents and Standard Specifications link above). The coefficients shall include all overhead costs, general administrative costs, profit and all other costs not covered by RS Means Bare Cost Data, and shall compensate the contractor to complete the work in accordance with the terms of the JOC Contract awarded under this solicitation.

8.0 **EVALUATION CRITERIA – POINTS BREAKDOWN**

The Proposal criteria and their associated maximum points are as follows:

Section	Points
Experience and Past Performance	20
Support and Pricing Management	40
Key Personnel and Staffing Approach	20
Safety	10
Business Equity	10
Appendix	0
References	Pass/Fail
Subtotal (RFP Responses)	100
Interview	40
Final Proposal	10
Total Points	150

Final Proposal: the Final Proposal criteria and their associated points are as follows:

- Proposal with Low Composite Coefficient 10 points
- Proposal within 5% of Low Bid* 8 points
- Proposal within 10% of Low Bid* 6 points
- Proposal within 15% of Low Bid* 4 points
- Others 0 points

*Computed as follows:

$$\frac{[(\text{Final Proposal being evaluated} - \text{low conforming Final Proposal}) / \text{low conforming Final Proposal}] \times 100}{1} = \%$$

9.0 **PRE-PROPOSAL MEETING**

An informational meeting is scheduled for:

January 27, 2020 at 2:30pm

University of Washington, University Facilities Building G41

Public Parking is available at contractor's expense. A Campus Map can be obtained via the Internet at <http://www.washington.edu/home/maps>.

10.0 CONTRACTOR'S REGISTRATION

All proposers must be registered and in good standing in accordance with RCW 18.27.020 bidder responsibility criteria.

11.0 SUBMISSION INFORMATION

Proposals shall be submitted in a single, sealed package. The package shall contain the responses to all the RFP requirements including the proposed Inclusion Plan. The length of the proposal is limited as follows:

- The proposals are limited to twenty (20) 8"x11" sheets (including attachments). The 20 pages may be printed on the front and back for a maximum of forty (40) pages, and a font of no less than 10 point shall be used.
- Information to be provided in the Appendix shall be in accordance with Section 7.6.
- 11x17 sheets (z-folded) may be substituted for 8x11 sheets for figures, tables and/or similar content requiring them, but they may only be printed on one side.

The sealed package must contain the following documents:

- one (1) original copy of the Proposal in an easily removable binder (no spiral or comb bindings)
- one (1) electronic copy (PDF) of the Proposal on its own flash drive
- one (1) Business Equity Inclusion Plan

The sealed package containing the above listed documents must be received **no later than the date and time stated at the beginning of this RFP**. Submittals sent by mail or courier shall be sent to the address below (use box number for U.S. Postal Service (USPS) delivery only). Faxed or e-mailed submittals will not be accepted. Contractors are responsible for ensuring receipt of the SOQ at the University Facilities Building by the deadline stated above, and should take into account internal UW delivery times once USPS delivers a submittal to the box number indicated, and other delays that may occur when using a delivery service. Delivery directly to the University Facilities Building is encouraged. Submittals received after the deadline will not be considered.

University of Washington Facilities, Project Delivery Group
University Facilities Building, Box 352205
Seattle, WA 98195-2205
Attention: Shelly Marriott

12.0 REFERENCES

The University reserves the right to conduct reference checks for all firms and certain individuals at any stage of the selection process. In the event that information obtained from the reference checks reveals concerns about a firm's or individual's past performance or their ability to successfully

perform the work to be executed based on this RFP, the University may, at its sole discretion, determine that the firm or individual is not qualified to move forward in the selection process and/or enter into negotiations with the University. In conducting reference checks, the University may include itself as a reference if the firm or individual has performed work for the University, even if the firm or individual did not identify the University as a reference. Likewise, the University reserves the right to check references for the firm or individual from others even if they were not identified by the firm in their submitted proposal.

13.0 QUESTIONS

Any questions or comments regarding this RFP must be received via email no later than *seven (7) calendar days* prior to the date for submission of the Proposals. Email requests should be sent to Shelly Marriott at: smarriot@uw.edu.

14.0 ADDENDA

Any addenda issued for this RFP and solicitation will be published at the following website address: <https://facilities.uw.edu/projects/business-opportunities/solicitations>. Contractors are responsible for checking the website for any addenda prior to submission of Proposals and throughout the entire solicitation process. If you are unable to download the addenda, you may contact Shelly Marriott at smarriot@uw.edu.

Attachment I – Safety and Health Qualifications Statement

Publication dates in the *Seattle Daily Journal of Commerce*: January 21, 2020 and January 23, 2020

END OF REQUEST