



REQUEST FOR PROPOSAL (RFP): SELECTION OF JOB ORDER CONTRACTOR FOR NORTHWESTERN REGIONAL SERVICES

Submittals due August 10, 2020 prior to 11:00 am

1. INTRODUCTION

The Washington State Department of Enterprise Services is accepting proposals from experienced Job Order related Contracting firms.

One contract shall be awarded for small construction and repair projects within the Northwestern Region. The Northwestern Region includes all areas west of a North-South line through Roslyn, WA (Longitude 121°) and all areas north of an East-West line through Federal Way, WA (Latitude 47.3°).

The highest ranked contractor from the selection process will be awarded a contract with an anticipated notice to proceed date of September 10, 2020.

The successful Job Order Contractor agrees to provide a variety of services including, but not limited to: cost estimating, assessment of construction options, and scheduling while performing small construction and repair projects throughout the state. The Owner will enter into contract with the Contractor for a predetermined minimum level of work. The JOC contract amount is defined as the total of all Contractors' Work Order Estimates (RS-Means unit price and non-priced items included in the project scope), each multiplied by the RS-Means City Cost Index, multiplied by the Job Order Contractor's Bid Coefficient for the appropriate region. Each Work Order cost must be within the Owner's budget. The Owner will establish that funds are available prior to submitting for construction estimate.

By utilization of the Job Order Contract (JOC) alternative public works contracting procedure, DES expects a collaborative, synergistic process of project development that combines the commitment, expertise and skills of DES and the successful Job Order Contractor to achieve the completion of the project in the best interest of the public. Job Order Contracting shall provide an effective means of reducing total lead-time and cost for public works projects. The early involvements of the Job Order Contractor shall facilitate the management of the project scope of work, budget and schedule; reduce construction risks; and add value by: facilitating and maintaining continuous teamwork, productive communication, coordination, continuity and skill of project administration, and sharing of resources, scheduling and sequencing, cost estimating and control, etc.

DES has determined that the use of Job Order Contracting will benefit the public by providing an effective means of reducing total lead-time and cost for public works projects or repair required at public facilities through the use of unit price books and work orders by eliminating time-consuming, costly aspects of traditional public works process.

RCW Chapter 39.10 outlines the requirements and authorizes DES to utilize this contracting procedure. All proposal under this solicitation are subject to RCW 39.10.470

2. UNIT PRICE BOOK

The Unit Price Book utilized is 2019 Edition of RS MEANS. When new or subsequent issues of the RS Mean volumes are issued, those volumes shall be used in pricing unit price items. The contracted Coefficients will not be changed due to new issues.

3. SCOPE INFORMATION

The JOC contract awarded under this solicitation may be utilized throughout the Northwest Region.

DES is seeking a Job Order Contractor firm to manage/coordinate the construction process as a member of a team with the Owner and other agencies. At a minimum, the Job Order Contractor firm shall be skilled in producing detailed drawings and specifications, developing schedules; preparing construction cost estimates, and understanding construction methods and techniques; sequencing of work; and coordinating and communicating the activities of the project team throughout the design and construction phases to all members of the team. In addition, the Job Order Contractor shall be familiar with regional labor, prevailing wage requirements and the subcontracting market, and be capable of working well with subcontractors.

During the Work Order submittal/estimating process, the Job Order Contractor firm shall provide at least one full time, professional project manager or higher level professional staff to attend all project meetings.

During the construction phase, the Job Order Contractor shall provide full supervisor to coordinate the job in the field, and provide for sufficient and appropriately skilled staff to implement a quality control program.

The Job Order Contractor shall provide full documentation to the Owner of all work, including, but not limited to: weekly meeting notes during construction, inspection reports, a comprehensive monthly summary report including status of all open work orders, punch-list reports as needed, as-built drawings and related items.

During construction the Contractor will be required to submit, on a monthly basis, in a format acceptable to the State, a full cost-accounting report of the status of all expenses and individual budget items within the JOC for each Work Order.

4. MAXIMUM TOTAL DOLLAR AMOUNT

Per RCW 39.10.440, the maximum total dollar amount that DES may award under the JOC Contract awarded under this solicitation shall not exceed \$6M, 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.

5. MINIMUM AND MAXIMUM WORK ORDER AMOUNTS

DES guarantees a minimum volume of Work Order for the JOC Contract awarded under this solicitation of \$50,000.

6. DURATION OF THE CONTRACT AND OPTIONS TO EXTEND THE JOB ORDER CONTRACT

The initial JOC term is two (2) years, with a DES option of extending the contract for an additional year. All extensions must be priced as in the RFP and mutually agreed to by DES and the Job Order Contractor.

7. INFORMATIONAL MEETING

An electronic pre-submittal meeting will be held on August 4, 2020 from 11:00 AM until 12:00 PM via zoom. Please use the information below:

JOC Informational Meeting: J20-04, J20-05, J20-06

<https://des-wa.zoom.us/j/94002097619?pwd=RUY3N1lycEFTTmPnS2UybmtPSXg2Zz09>

Meeting ID: 940 0209 7619

Password: 383016

8. SELECTION PROCESS

The purpose of the selection process is to determine the most qualified Job Order Contractor based on evaluation of proposal and sealed bids in the form of coefficient markups based upon the identified unit price book.

The Job Order Contractor selection will consist of two phases. DES will notify the proposers after each step of the process as to whether they will be moving on to the next step, as appropriate.

- 8.1 Phase I
 - A. Evaluation of the proposers' responses to the Request for Proposals according to the evaluation criteria and award points in accordance with section 13.1 of this RFP.
 - B. The highest-ranked firms will be invited to participate in Phase II of the selection process.
- 8.2 Phase II
 - A. The proposers will be interviewed and scored in accordance with section 13.2 of this RFP.
 - B. The proposers will submit a sealed "bid" in the form outlined in section 14.1 of this RFP.

The selection of the successful contractors will be based on the highest scores of Phase II.

9. DIVERSE BUSINESS INCLUSION

- 9.1 The state of Washington encourages participation in all of its contracts by Diverse Businesses. DES is committed to providing the maximum practicable opportunity for participation by Diverse Businesses through direct contracts with DES, subcontracts, subconsulting, and supplier participation.
- 9.2 The Diverse Business definition includes Washington Small Business, micro-business, and minibusiness as defined in RCW 39.26.010 (collectively Washington Small Business), Minority and Women Business Enterprises as defined in RCW 39.39.19 and WAC 326-20, and Veteran-owned businesses as defined in RCW 43.60A.010. If the proposed subcontractors are self-identified diverse businesses, the Job Order Contractor will encourage and support state efforts for their certification with the appropriate Washington state agencies.
- 9.3 Diverse Business inclusion participation goals for this project are:
 - A. 10% Minority Owned Business (MBE) certified by the Washington State Office of Minority and Women Business Enterprises
 - B. 6%, Women Owned Business (WBE) certified by the Washington State Office of Minority and Women Business Enterprises
 - C. 5% Veteran Owned Business (VOB) certified by the Washington State Department of Veterans Affairs

- D. 5% Washington Small Businesses self-identified in the Washington Electronic Business Solution (WEBS).
- 9.4 The successful proposer is required to register and complete payment detail reporting in the DES Public Works Diversity Tracking and Management system powered by B2GNow. Every month for the duration of each work order contract, and while the work order contract is active in the Public Works Diversity Tracking and Management system, the successful proposer will submit and accurately maintain the following payment information through Public Works Diversity Tracking and Management system:
- A. Payments received by the prime contractor from the Agency
 - B. Payments paid to each first tier subcontractor
 - C. Payments paid to each first tier supplier
 - D. The successful proposer must also ensure the following information is reported in the Public Works Diversity Tracking and Management system by first tier subcontractors and suppliers for the duration of the contract:
 - i. Confirmation of payments from the prime contractor to the subcontractor
 - ii. Payment reporting to each supplier
- 9.5 Contractors may contact the following resources to obtain information on certified and registered diverse business firms for potential sub-contractors:
- A. The Office of Minority and Women’s Business Enterprises: 866.208.1064 or 360.664.9750 or www.omwbe.wa.gov,
 - B. For small business information: Charles Wilson, Public Works Business Diversity Program Manager at the Washington State Department of Enterprise Services: 360.407.8455 or 360.999.7667 or charles.wilson@des.wa.gov
 - C. The Department of Veterans’ Affairs: 360.725.2169 or 360.725.2200 or www.dva.wa.gov
- 9.6 The Job Order Contractor shall provide an owner approved **Inclusion Plan** that could equitably spread subcontracting opportunities and encourage the achievement of statewide voluntary goals for participation with Washington State certified Veteran-Owned Businesses, certified Minority-Owned Business Enterprises (MBE) and certified Women-Owned Business Enterprises (WBE) as outlined below.
- 9.7 Diverse Business Inclusion Plan and past performance on approved subcontractor inclusion plans
- A. Contractors advancing to Phase II of the selection process must submit Diverse Business Inclusion Plan and past performance on approved subcontractor inclusion plans as part of the their sealed bid package.

- B. Diverse Business Inclusion Plan prepared by the JOC and approved by DES 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 DES.
- C. Diverse Business Inclusion Plan and past performance on approved subcontractor inclusion plan documentation must not exceed four (4) pages of total content and should be in PDF format in a single file not to exceed 30MB.
- D. Attachment 1 may be used as a template
- E. For contractors who have previously been awarded Job Order Contracts with DES or other public agencies, please provide:
 - i. Commitment percentages and/or amounts that were submitted as part of diverse business inclusion plans on previously awarded DES Job Order Contracts or other public agencies contracts
 - ii. Actual utilization values (percentages and/or amount) of small and diverse businesses on previously awarded DES Job Order Contracts or other public agencies contracts
 - iii. A description of your company’s methods and practices to ensure that subcontracting opportunities are distributed as equitably as possible among qualified, certified small and/or diverse businesses
- F. For contract who have NOT previously been awarded Job Order Contracts, please provide:
 - i. Commitment percentages and/or amounts that were made to Owners as part of diverse business inclusion plans on previously awarded contracts of similar size to JOC Work Order limits
 - ii. Actual utilization values (percentages and/or amount) of small and diverse businesses on previously awarded contracts of similar size to JOC Work Order limits
 - iii. A description of your company’s methods and practices to ensure that subcontracting opportunities are distributed as equitably as possible among qualified, certified small and/or diverse businesses

10. SELECTION 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.

Phase I	
Advertisement of Request for Proposals	7/27/2020
Informational Meeting	8/4/2020
Responses to Request for Proposals due	8/10/2019
Notification of finalist and non-finalist contractors	8/20/2020
Phase II	
Interview date	8/26/2020

Sealed bids due	8/26/2020
Sealed bids are opened, read, recorded, Phase II scores and bid scores tabulated	8/26/2020
Announcement of apparent successful proposal	8/26/2020
Protest period begins	8/27/2020
Protest period expires	9/10/2020
If no protests, contract execution can begin	9/10/2020

11. INFORMATION FOR JOC CONTRACTORS

- 11.1 At least 90% of work contained in a job order contract must be subcontracted to entities other than the Job Order Contractor.
- 11.2 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.
- 11.3 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 at the individual Work Order is issued.
- 11.4 Each individual Work Order issued for a particular project will not exceed \$500,000.
- 11.5 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.
- 11.6 No more than twenty percent (20%) of the dollar value of a Work Order may consist of items of work not pre-priced.
- 11.7 Any new stand-alone, permanent structure constructed under a Work Order shall not exceed 3,000 gross square feet.
- 11.8 An Inclusion Plan prepared by the JOC and approved by DES 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 DES.
- 11.9 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.
- 11.10 Any Work Order over \$350,000, excluding sales tax and use tax, and including over 600 single trade hours are required to a state registered apprenticeship program for that single trade in accordance with RCW 39.04.320.
- 11.11 Specific project requirements will be identified in individual Work Orders issued by DES.
- 11.12 The Job Order Contractor firm shall provide **master** Payment and Performance bonds in the amount of four million dollars \$4,000,000.00. The Job Order Contractor shall provide the Owner a Payment and Performance Bond Rider to cover the total active work order

cost amount should it exceed \$4,000,000.00. A Certificate of Insurance shall be provided to the Owner prior to the issuance of the first work order.

- 11.13 All provisions of this RFP will become part of the contract. The Job Order Contractor's written response to the RFP will also become a part of the contract. The State reserves the right to reject items in the response to the RFP.
- 11.14 The cost of submittals and any related expenses, including travel, shall be entirely the responsibility of the respondent. The State reserves the right to reject any and all proposals.

12. SUBMISSION INFORMATION

Due to the Governor's "Stay Home, Stay Safe" order, only electronic submittals will be accepted. Electronic submittals must be uploaded and received no later than **August 10, 2020 by 11:00 am**.

DES will create an access point for each bidder. In order to expedite your submittal process, view and complete upload instructions prior to August 6, 2020 by 12:00 pm. Your SOQ does not need to be uploaded at the time access is given.

Please follow this link to obtain upload instructions:

<https://des.wa.gov/sites/default/files/public/documents/Facilities/EAS/AdvertisedSelections/JOC/JOCEIectronicUploadInstructions.pdf>

If you have trouble accessing the upload instructions, please contact Angeline Ernst via email: angeline.ernst@des.wa.gov

- 12.1 Please include a cover letter, not to exceed one single sided page that includes a single point of contact along with contact information for the purposes of this solicitation.
- 12.2 The Proposals are limited to fifteen (15), double-sided, 8.5"x11" pages (or maximum of 30 single-sided pages) of content including all exhibits. Section or tab dividers will count as content if any printing (text or images) other than section titles as listed below are included. Fold-outs or other graphic documents presented on 11"x 17" pages will count as two, double-sided, pages (or 4 total pages) towards the total page count.
- 12.3 The minimum font size for all text in the Proposal shall be no less than 11 point.
- 12.4 Electronic copy should be in PDF format, should be all inclusive and formatted as a single file being not more than 30MB in size.
- 12.5 The following elements of the Proposal will be exempt from the page count:
 - A. Front and back cover
 - B. Cover letter
 - C. Table of Contents
 - D. Demonstrated bonding capacity of \$4,000,000 (mandatory requirement)
 - E. Accident Prevention Plan
- 12.6 All responses to this RFP shall be organized in the order listed below.
 - A. Ability and qualifications of professional personnel
 - B. Past performance on similar contracts

- C. Ability to meet time and budget requirements
- D. References showing prior experience
- E. Construction Estimating and Scheduling experience
- F. Recent, current and projected workload of firm
- G. Concept of Proposal
- H. Demonstrated bonding capacity of \$4,000,000 (mandatory requirement)
- I. Accident Prevention Plan (mandatory requirement)

13. EVALUTION CRITERIA

13.1 Phase I

- A. The Department of Enterprise Services will evaluate Phase I proposals based on the criteria listed below. When responding to this RFP, firms must reply to each of the items below.
- B. Phase I criteria and weighting

***Ability and qualifications of professional personnel* 25 points**

Provide a company-wide organization chart and list of key personnel including their roles and responsibilities, for example; specification development. Provide a project organization chart showing proposed staffing for this contract. Include resumes of all individuals listed on the chart, specifically, your proposed corporate personnel directly assigned to the contract. Describe the JOC experience of personnel assigned to this project.

***Past performance on similar contracts* 25 points**

Provide a list of construction projects, descriptions, construction cost, and project schedules. Identify public works projects located throughout the state of Washington that had complex Owner management teams. State Hospital Districts may be utilizing DES for work orders within the state hospital districts pursuant to RCW 39.10.420 2)(a). The Department of Enterprise Services may issue job order contract work orders for Washington State Parks Department projects and public hospital districts.

***Ability to meet time and budget requirements* 25 points**

Discuss your firm's experience and ability to meet the project timelines and budget requirements. Include current references (contact persons, titles, and telephone numbers).

***References showing prior experience* 10 points**

Provide references with current telephone numbers of at least five Owners, Owners' Project Managers and Stakeholders with which you have worked as a Contractor within the past three years:

- List projects that required continuous occupancy during major renovation
- Description of the project

- Scope of your firm's work on the project
- Location
- Owner, contact person, telephone number
- Final construction cost
- Total dollar amount of Change Orders
- Total number and dollar amount of all claims against the Owner
- Total number and dollar amount of all claims against the Owner adjudicated by litigation

Experience in dealing with craft labor relations

Construction Estimating and Scheduling Experience

10 points

Describe your firm's experience in construction estimating and in construction scheduling. Describe key staff experience in each of these areas. Provide examples that were developed and utilized on prior jobs. Describe approach to working with the Owner and other stakeholders.

Recent, current and projected workload of firm

5 points

Provide a brief description of your firm's history, firm size, location of home and corporate offices, and your firm's capabilities to perform the requirements of this contract. Include annual volume, financial position, and bonding capacity. Summarize recent, current, and projected workloads (include number, size, and average monthly volume) of your firm.

Concept of Proposal

5 points

Describe how you will integrate construction estimating, project scheduling, quality assurance, etc. into the project. Describe your approach in working with the Owner and project stakeholders. Explain how you will assure that a successful team atmosphere will be nurtured. Discuss how you plan to provide services for the Northwest region.

Demonstrated bonding capacity of \$4,000,000 (mandatory requirement)

Pass/fail

Include a statement from your bonding agent stating commitment to bond this contract. List the company name, agents name, address, telephone, fax and email numbers of your bonding agency.

Accident Prevention Plan (mandatory requirement)

Pass/fail

Provide a copy of an accident prevention plan that would be similar to that to be developed for this JOC. Indicate your Labor and Industries safety experience number.

13.2 Phase II

- Phase II will include an interview/presentation of at least the top three (3), if available, firms and submission of sealed bids in the form of coefficient mark ups.
- Scoring and awarded points from Phase I will not be carried into Phase II of the selection.

- C. Bids will be opened, read and recorded after completion of all interviews.
- D. Phase II criteria and weighting. Interviewing firms should address each of the following in their presentation.

Ability and qualifications of professional personnel **30 points**

Describe the structure of your JOC team within your organization and list key personnel including their roles and responsibilities, for example; specification development. Provide a project organization chart showing proposed staffing for this contract. Describe ability and qualifications, especially JOC experience, of your personnel directly assigned to the contract.

Past performance on similar contracts **30 points**

Describe your performance on at least three construction projects within the last three years on JOC or public works projects throughout the state of Washington which had complex Owner management team. Include project descriptions, construction cost, and project schedules. Proposers should include past experience and substantiate qualifications of personnel if available.

Ability to meet time and budget requirements **20 points**

Discuss your firm's experience and ability to meet the project timelines and budget requirements. Describe your firm's experience in construction estimating and in construction scheduling and how your company tracks budget and scheduling during the course of the project for multiple small projects. Describe key staff experience in each of these areas. Provide examples that were developed and utilized on prior jobs. Describe approach to working with the Owner and other stakeholders. Summarize any recent JOC work orders, highlighting ability to meet time and budget requirements.

Recent, current and projected workload of firm **10 points**

Provide a brief description of your firm's history, firm size, location of home and corporate offices, and your firm's capabilities to perform the requirements of this contract managing many small projects at once. Include annual volume, financial position, and bonding capacity. Summarize recent, current, and projected workloads (include number, size, and average monthly volume) of your firm.

Price Related factor **10 points**

The evaluation of this criterion will be based on the difference between the proposed composite coefficient and the lowest conforming composite coefficient received from Finalists. Scores will be based on how far above the lowest composite coefficient any proposed composite coefficient is. This difference will be expressed as a percentage according to the following formula and the result will be evaluated using the table below.

Percent above lowest composite coefficient = $[(\text{Proposed composite coefficient} - \text{Lowest composite coefficient}) / \text{Lowest composite coefficient}]$

composite coefficient] x 100

Example:

Let 1.0116 = the lowest composite coefficient, and let 1.25 = the proposed composite coefficient.

Then the percent above lowest composite coefficient:

$[(1.25 - 1.0116) / 1.0116] \times 100 = 23.6\%$; Then, according to the table below, 4 points would be assigned]

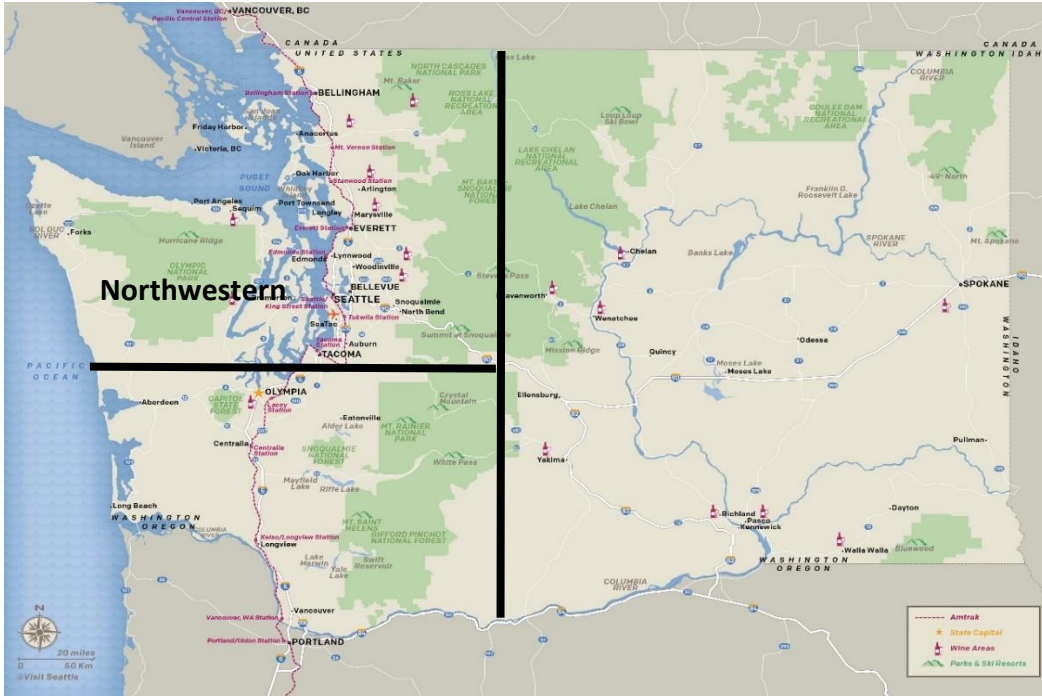
Points will be awarded for this criterion as follows:

- Lowest composite coefficient 10 points
- Composite coefficient within 10% of low conforming value 8 points
- Composite coefficient within 20% of low conforming value 6 points
- Composite coefficient within 40% of low conforming value 4 points
- Composite coefficient within 60% of low conforming value 2 points
- Others 0 points

14. SEALED BID AND CALCULATION OF COMPOSITE COEFFICIENT

- 14.1 Contractors advancing to Phase II of the selection process will provide sealed bids in the form of bid coefficients using the attached bid proposal form for standard and non-standard work hours

Regional map



- 14.2 Standard and Non-standard work hour multiplier
- A. Standard work hours are Monday through Friday 7:00 AM to 5:00 PM except holidays.
 - B. Non-standard work hours are Monday through Friday 5:01 PM to 6:59 AM, Saturdays, Sundays and holidays.
 - C. For the purposes of evaluation, DES anticipates that 90% of the Work will occur during normal working hours and 10% will occur during non-standard working hours. This distribution is presented for evaluation only and is NOT a commitment of work.
- 14.3 A calculated adjusted coefficient will be determined using the bid coefficients for each regional area. The calculated adjusted coefficients will then be summed to determine the composite coefficient.

Sample of Bid Coefficient Calculation

Work Hour Multiplier		Bid Coefficient	Adjusted Coefficient
Standard	0.90	0.8	0.72
Non-standard	0.10	1.2	0.12
Composite Coefficient			0.84

- 14.4 Bid Guarantee
- A. If the bidder fails to furnish a bid guarantee in an amount equal to five percent (5%) of \$50,000 by the time set for receiving the Phase II bid, the bid will be determined non responsive.
 - B. The bidder shall furnish a bid guarantee in the form of a firm commitment, such as a bid bond, postal money order, certified check, or cashier's check, payable to the

Washington State Treasurer. The Owner will return bid guarantees other than bid bond (the bid bond becomes the property of the Owner).

- C. The bidder will allow the Owner 60 days for acceptance of its bid. The bidder will submit executed contract, and Certificate of Insurance within fifteen (15) days after receipt of the contract forms from the Owner.
- D. If the apparent successful bidder fails to execute all contractual documents or provide insurance as required by the solicitation within the time specified. The Owner may terminate the award of the contract.

15. SCORING METHODOLOGY

15.1 In evaluating each of the criteria during both phases, the evaluation committee will identify significant and minor strengths and weaknesses from the submissions. The evaluation committee will then use the following guidelines to award points for each selection criterion, based on the weighting assigned in the RFP and any addenda. After initial scoring, the evaluation committee will come to a consensus ranking of the Contractors.

A. Definition of “strength” and “weakness”:

- i. The term “strength” ultimately represents a benefit to the Project and is expected to increase the Contractor’s ability to meet or exceed the Project Goals. A minor strength has a slight positive influence and a significant strength has a considerable positive influence on the Contractor’s ability to exceed the Project Goals.
- ii. The term “weakness” detracts from the Contractor’s ability to meet the Project Goals and may result in inefficient or ineffective performance. A minor weakness has a slight negative influence and a significant weakness has a considerable negative influence on the Contractor’s ability to exceed the Project Goals.

B. Scoring:

- i. Excellent (81-100 percent of points available): The Evaluative Criteria demonstrates an approach that is considered to exceed the Project Goals and the RFP requirements and provide a consistently outstanding level of quality. To be considered Excellent, it must be determined to have significant strengths and/or a number of minor strengths and few or no appreciable weaknesses.
- ii. Good (61-80 percent of available points): The Evaluative Criteria demonstrates an approach that is considered to meet the RFP in a beneficial way (providing advantages, benefits, or added value to the Project) and offers quality. To be considered Good, it must be determined to have strengths and few, if any, significant weaknesses. Minor weaknesses are offset by strengths.
- iii. Fair (41-60 percent of available points): The Evaluative Criteria demonstrates an approach that contains minor and/or significant weaknesses and limited appreciable strengths.
- iv. Deficient (0-40 percent of available points): The Evaluative Criteria demonstrates an approach that contains significant weaknesses and no appreciable strengths.

- v. Non-Responsive: Does not meet the Minimum Qualifications required for evaluation. In addition, the Owner, at its sole discretion, may reject any Evaluative Criteria deemed non-responsive to any of the requirements.

16. ATTACHMENTS

- A. Public Works Diverse Business Inclusion Plan
- B. JOC Instructions to Bidders
- C. JOC Contract Bid Proposal Form
- D. JOC Manual
 - i. General Conditions
 - ii. JOC Supplemental Conditions
 - iii. JOC Special Conditions
- E. Sample forms