



JOC EXCELLENCE

the newsletter for CJE

Winter 2007

Volume 9, Number 6

Center for Job Order Contracting Excellence

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- *Education:*
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- *Membership and Member Benefits:*
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CHAIRMAN'S CORNER

By Ron Ecker

Change of Seasons



Ron Ecker,
Chairman, CJE

Like the solstice milestones, we see changes in our environments each year. This year has been filled with many accomplishments and much change to the benefit of our industry.

While my tenure as the Industry Chair 2007 draws to a close, I feel it is important to reflect on the changing seasons.

We have had much success in Job Order Contracting growth across the nation. Positive impacts are being realized much more widely in the Public Sector in both municipal and educational environments. Job Order Contracting is providing the necessary vehicle for reliable execution of remodel, upgrade, maintenance, and new construction in areas from parks and landscaping to culinary classrooms to roads and bridges to treatment and processing plants. All this success is positive for our businesses as owners, contractors, and consultants. At the same time it is a call to the industry to continue to provide a Center for Job Order Contracting Excellence, the organization we are proud to belong to, support, and grow.

CJE itself has made great strides this year with an exciting Annual Conference, publishing of a National Survey, active participation in regional conferences and events, strategic planning and last, but certainly not least, the re-chartering of our organization. The ensuing articles reflect the accomplishments for these various facets of our endeavors.

To achieve such accomplishments and set new, challenging goals for each year requires a yeoman's effort and many hands on board. If you are

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REMEMBER: Donate your past ASU funds/refunded dues to the New CJE by sending a check to the above address in Washington, DC.

yet to become a member of CJE and would like to have some more guidance as to the benefits of joining our organization, please contact us.

Bob Gair leads our Education committee and has an excellent article regarding the NASFA conference that took place at Lake Tahoe in June.

David Carrithers, our incoming Industry Chair 2008, is guiding us through the strategic planning and transitioning efforts to a new charter outside ASU/ACE. This more national and regional prominence and access will further the benefits to our members. It will also most certainly present us with new opportunities and challenges that we have yet to even realize.

I would be completely remorseful if I didn't extending a warm thank you to the founding members of CJE. There have been many hardworking and faithful members and leaders who saw this organization start off from a fledgling baby some 14 years ago and provide nurturing guidance and direction to bring us to a national playing field.

Specifically we would like to recognize **Gary Aller** as a founding father to alternative delivery methods and specifically Job Order Contracting. Gary has made a tremendous contribution to successful legislations in numerous states. Gary provided the catalyst to start CJE and mentored us through thick and thin. We intend to continue our mutually beneficial relationship and support of ACE and continue to show the founding members how their baby has grown to the national prominence they envisioned.

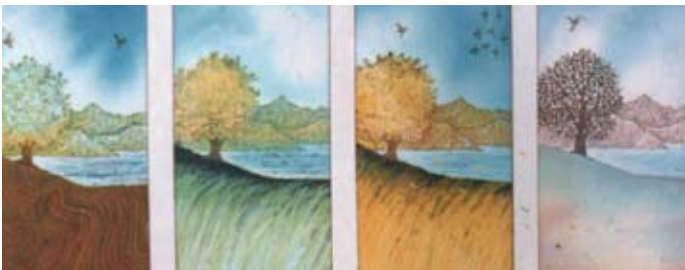
With all this change in the wind and many accomplishments this year I look forward to handing the baton

to **David Carrithers**, the Industry Chair 2008 and serve faithfully in my role as Past Industry Chair. We look forward to the continued growth of Job Order Contracting and encourage you to reap the benefits of active participation in the Center for Job Order Contracting Excellence!

Ron Ecker: Ron.Ecker@parsons.com, 602-568-1402.

CJE History Moment

- CJE was founded in 1994. ASU sponsor was **Dean Kashiwagi** and the Performance Based Systems Research Group (PBSRG).
- The early organization emphasized JOC training, education, and performance lines and helped the members and the industry as a whole to improve. Quarterly meetings were in different locations across the country.
- 1998: **Bill Sweetser, David Pinkerd, and Ken Jayne** approached **Gary Aller** about becoming the ASU sponsor for CJE under the Alliance For Construction Excellence (ACE).
- Spring 2007: A CJE Strategic Planning Committee was formed, with the outcome of this session the recommendation that CJE becomes a stand-alone non-profit organization. This recommendation was approved and started moving forward in the summer of 2007.
- The new CJE website was finished and online as of July 2007.
- CJE was officially incorporated in October 2007 as a nonprofit corporation in the state of Delaware, along with filing with the IRS as a 501(C)6.
- CJE offices were officially established in Washington, DC in October.
- Currently in the process of establishing regional chapter and working on strategic goals of the organization.



CJE On The Lake

By Bob Gair

The National Association of State Facilities Administrators (NASFA) and the National Association of State Chief Administrators (NASCA) held their annual National Conference and Resources Expo in the spectacular setting of Lake Tahoe, Nevada at the Montbleu Hotel and Resort on June 10–13, 2007. The Center for Job Order Contracting Excellence (CJE) participated at the show with speakers and a trade show booth.

One of the goals of CJE is to “expand the JOC market through the education of potential users and practitioners to the benefits and practices of JOC”. The NASFA/NAFCA Conference was and will be an ideal vehicle to reach this goal.

The conference attendees represented thirty-three states by the key facility executives and construction program planners each managing construction budgets in the hundreds of millions of dollars. The conference is organized for a sharing of current issues, best practices and approaches to discuss common problems.

The Conference began with short presentations from each of the thirty-seven exhibitors. **Ken Jayne**, Past

Chair of CJE, represented the association and gave a very succinct talk on the value and importance of JOC being in every facility manager’s “tool box”. The exhibit floor included five companies who are members of CJE which provided further validation to the importance of the JOC delivery method. **Ken Jayne, Charlie Bowers, Joe Martin** and **Mike Ladino** all took turns managing the booth for CJE.

CJE was well represented by a presentation given at the conference by **Mike Ladino** and **Joe Martin** on “Legal Issues in the Procurement of Job Order Contracting Services”. Joe started the presentation by giving an overview of JOC, what the delivery method is, an understanding of the coefficient, and stressing the importance of a qualification based award. Joe’s strong background in using the JOC delivery method added much credibility to the talk and got the presentation off to a solid beginning.

Mike was very effective in presenting the legal aspects of JOC. Mike noted to the audience that issues of concern include the size of a work order (Arizona allows up-to \$1M, Missouri is limited to \$100K), the issue of when design becomes “incidental design”, are licensing statutes protecting the public, the public expects low bid, and qualifications based awarding is still suspect. These very real issues raised good questions and fostered much engagement with the audience. Mike talked about legislation and engaged the audience into discussion. Some felt the time to move legislation was far too slow for their need to incorporate JOC into their construction program and felt that amending existing legislation, particularly if Design-Build legislation was in place might be a good avenue to pursue. The presentation was very well received by the attendees, of which six states were represented.



Montbleu Hotel, Lake Tahoe

This was CJE's initial attendance at the NASFA Conference, although CJE member organizations have previously participated. Based upon the comments of the CJE attendees as noted below, this is a conference that we should look forward to attending for years to come:

"Gentlemen, it seemed very natural for our JOC organization to be a part of and a sponsor of the conference. Attendees were all potential consumers of JOC services and candidates for JOC membership."

"My hunch is that JOC has a long-term role in the NASFA/NASCA community but we have to continue working at the relationship."

"My experience with this conference is that the attendees are exactly who we need to talk with about JOC, and it provides great exposure for CJE."

"I would say this is a "must attend" for CJE going forward. I would guess there are other good conferences out there, but in my personal experience so far, having attended this one twice now, this one is the best conference for JOC that I have seen yet."

The next NASFA 2008 National Conference & Resource Expo will be in the Grand Teton National Park from June 7–11, 2008 at the Jackson Lake Lodge. The CJE team will be there!

Robert Gair: bgair@rsmeans.com, 202-285-7826.

About NASFA (National Association of State Facilities Administrators)

The National Association of State Facilities Administrators (NASFA) is a professional organization whose mission is to provide leadership in the development and implementation of state facility administration practices. As a non-profit organization founded in 1987, NASFA has greatly expanded its activities and services to include a National Conference & Resource Expo, regular publications and several standing committees.



NASFA membership is composed of facilities professionals from all 50 states, the District of Columbia and the U.S. territories. These professionals are responsible for the planning, development, operations and maintenance of state facilities, including hospitals, prisons, parks, colleges and universities.

NASFA is an affiliated organization of The Council of State Governments (CSG). CSG is a non-profit, non-partisan service organization established,

supported, and directed by all of the states to serve as a liaison among state, federal and private sectors.

NASFA Vision: To be the best public sector association focused on state facilities needs.

NASFA Mission: The National Association of State Facilities Administrators (NASFA) is a professional organization whose mission is to provide leadership in the development and implementation of state facility administration practices.

NASFA Goals:

- Be Recognized as the Nationwide Center of Excellence in State Facilities Administration
- Provide Enhanced Value to our Members
- Sustain an Open Culture Conducive to Information Sharing in a Non-competitive Environment

www.NASFA.net

All Job Order Contracting Is Local

CJE Strategy 2008 and Beyond

By Clint Owings and Dave Carrithers

On November 8, 2007 the strategic planning committee met after the quarterly business meeting at ASU. There was lively discussion and interest in the future of CJE. While there was a lot of ideas, creativity and possibilities discussed, a few key focuses kept coming up. The committee envisions a CJE in the future that combines the strength of a national organization with the membership value of local regional chapters. The group envisions a future where CJE has many types of members, including owners, managers, users, providers, educators, consultants, etc. all working towards the common vision of growing the awareness and use of job order contracting.

One of the key strategic elements of CJE that we all need to understand is, this is a volunteer organization. That the members not only do the work but they also bring the organization to life. Every and anything a member can do to help the organization will bring immediate value. The only way to bring this value forward is through becoming involved and following through on our individual commitments.



2008 Targeted Strategic Goals For CJE:

- A. Two to Three Regional Chapters Established
- B. Fifty Percent Membership Increase
- C. Three Conferences Where JOC is on the Agenda
- D. Two Industry Trade Articles Placed Mentioning CJE and JOC

At the core of any strategic effort is the need to support and reinforce the mission and vision of the organization. It is important to restate these points as we go forward to stay aligned as an organization.

CJE Mission: *Promote a cost effective, efficient, performance-based, high quality Job Order Contracting project delivery system through the development and education for the industry.*

CJE Vision: *Total solution for Job Order Contracting industry's research, educational and deployment needs.*

CJE Definition of JOC: *(Which is, in summary, as follows from the bylaws) Job Order Contracting is long-term IDIQ contract for construction services delivered on an on-call basis through firm fixed price delivery orders based on pre-established unit prices.*

CJE needs to ground itself in the fact that it provides information, education and awareness around Job Order Contracting as a tool to help those managing, owning and/or supporting a facility. The challenge will be in not only getting the word out but bringing more people, companies and possibilities to this industry. CJE needs to establish a sense and a mission that is about growth, about working for the group's benefit, for a sense of stewardship in all the public and private facilities across the U.S.

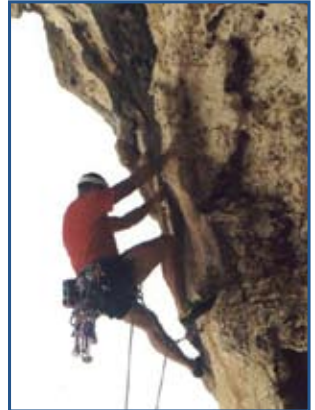
CJE is strategically about a higher purpose, one where many diverse people can come together with a common goal of changing the way construction services and results can be accomplished through a collaborative and positive way.

Over the next 12 months CJE will need to look at establishing:

1. Membership development plan
2. Fundraising plan
3. Formal Strategic Plan

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November/December 2007 Member Strategic Thinking Survey

Recently we surveyed the membership on a few simple yet powerful questions around the strategic value and focus of CJE. What we heard back was very powerful and tied into our strategic focus for 2008 and beyond.

What do you hope to gain out of being a member of CJE?

- Knowledge of better JOC procedures;
- Increased use of JOC by owners;
- JOC Certification;
- The first benefit we hope for is to stay current with the trends and evolution of Job Order Contracting both locally in Arizona and across the United States. In addition, the City of Phoenix hopes to benefit from CJE through the educational process within the industry and with public owners to grow new JOC firms that will increase the pool of qualified JOC firms that we can do business with and increase the level of competition locally for our JOC contracts;
- Knowledge Transfer;
- Recognized throughout the Public/Industry as one of the leaders in JOC.

How can CJE improve in the future to help its members?

- More education and training of members and potential members;
- Brand recognition;

- By striking a balance within CJE's membership between public owners, JOC firms, and academia to ensure a true synergetic vision for CJE. This diversity should include JOC's that encompass not only new construction and renovations, but also facility maintenance. In addition, CJE should continue its outreach on the educational front to ensure that knowledge of JOC contracting methods grows with time. CJE should also target its educational efforts to grow new JOC firms in the industry;
- Continue to educate the Public/Industry on JOC;
- Monitor current JOC for structure & adherence to the rules.

What is your long term vision for CJE?

- The pre-eminent voice for JOC;
- JOC as a recognized alternative delivery method using CJE sponsored/developed processes and procedures;
- CJE should be both an advocate for Job Order Contracting and a continuing resource for public owners and the industry on Job Order Contracting. In these roles, CJE will keep abreast and ahead of evolving legislation, procurement procedures, contracts, etc. as they pertain to or impact Job Order Contracting;
- Growth & a better understanding of JOC in the Public sector.

Job Order Contracting Puts Small Business Goals Within Reach

By Vince Duobinis



Vince Duobinis

All publicly funded organizations and agencies have an obligation to be good stewards of the funds with which they are entrusted. This goes beyond just sound accounting and financial practices; it reaches into areas of community support and development. These funds should be used to help the local business communities. Nowhere is this more evident than procurement funds for services supporting facilities.

Do the following procurement statements sound familiar?

“Recognizing an active program of research, technical assistance and procurement from Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs) and Disabled Business Enterprises (DBEs) is essential to the realization of progressive social and economic development goals, the following is designed to express the County’s intent to foster participation by MBEs, WBEs and DBEs in its procurement process.”

or

“Goals for participation by certified MBE and WBE firms for this Contract shall be not less than the following percentage of the total contract price: MBE Participation goal – 25%; WBE Participation goal – 7%”.

Do you have something similar in your purchasing requirements? Most states and localities seek and encourage Small Business Enterprises and more specifically Minority and Woman Owned Businesses for their

services. This may not only increase certain sources of funds for the agency but more importantly helps the local economy by providing bidding opportunities for specific business classifications.

Most agencies find these requirements or goals a challenge to meet. They often end up awarding contracts to the same three or four small or minority businesses time and time again. But this isn’t really helping the total local business community develop. It isn’t building a broad range of potential resource partners – instead, it only develops a dependence on a few players.

Many small and minority businesses see a mountain to climb just to start the process of working for a publicly funded or government agency. Thoughts like: “I don’t want to get involved with all the paper work”, or “I’m too small to compete for government contracts,” and “It takes too long for me to get paid when I do government work” are only a few obstacles to many small businesses who want to participate in federal, state or local government bidding.

Actually, there is a better way for small, minority, woman-owned and disabled businesses to obtain work from publicly funded agencies. Relationships like these are critical not only to the actual agency or institution, but the local communities where the businesses reside. Through a professionally developed and managed Job Order Contracting (JOC) program, agencies can realize these goals for their facilities construction and renovation funds.

Job Order Contracting – an incubator for the Small Business Enterprise

An agency entering into a JOC program contract will benefit from the ability of the JOC contractor to target



Small and Minority Businesses are key to successful JOC programs.

specific business segments to meet the agency's requirements. An experienced JOC contractor will develop a large database of SBE/MBE and WBE subcontractors to call on to obtain fair and reasonable prices.

Under a JOC Program, it is the JOC contractor's responsibility to contract with the "right" subcontractor – the one who will provide the best service, quality and has the ability to complete the project safely and on-time – not necessarily the one with lowest price.

Utilizing an experienced JOC contractor, the agency should also see a commitment to build and develop the local economy by mentoring and working with the SBE/MBE/WBE to ensure they meet jurisdictional requirements. Additionally the JOC contractor may conduct local and regional subcontractor and safety fairs to build awareness for the need for quality subcontractors desiring to complete each project as safely as possible.

Through the normal bid process, the lowest bidding subcontractor will be identified – not necessarily the most qualified. Through a good JOC program, utilizing a unit price book to develop the scope of work along with a pre-determined coefficient, the owner knows upfront the firm fixed price of the project. It is the contractor's responsibility to determine – through their bidding

process – the most qualified subcontractor to perform the work; the one who will provide the best quality work, in the set time-frame and at a fair and reasonable price.

Since JOC is a performance-based contract, it is in the contractor's best interest to insure that the work will be completed with the highest quality, safety and timeliness; not necessarily at the lowest bid received, otherwise the owner is not required to continue issuing delivery orders under the JOC contract.

Being able to monitor a subcontractor's work load, experience and capabilities, the JOC contractor is able to spread the delivery orders around so that one subcontractor is not being over-burdened with projects, thus ensuring all work is completed in a timely fashion, as well as insuring that multiple SBE/MBE/WBE are receiving a fair share of the delivery orders over the term of the contract.

The overall savings in procurement costs through a JOC contract program could allow the agency to increase the number of projects being completed, and thus increase the amount of project dollars going back to the community. That's because of the time and money savings that result by not having to prepare a bid package, place it, receive, review and award, as well as re-bidding when received bids are higher than the budget.

JOC saves costs and time

Let's take a simplistic approach and assume that it costs your agency \$1,000.00 to prepare a bid package for a renovation project with an estimated value of \$200,000.00. Think about the number of similar type solicitations you prepare annually. Do your costs increase or decrease depending on the size of the construction project? Let's assume, your agency, solicits between 35–50 renovation, repair and minor construction projects a year. Your total procurement costs would range between \$35,000 and \$50,000, assuming you don't have to re-scope and re-solicit any projects.

Job Order Contracts are typically solicited through an RFP, so let's assume the cost to prepare a package is three times the cost of a typical single project solicitation with a cost of \$3,000.00. Being open-ended, and an indefinite delivery, indefinite quantity contract, a Job Order Contract will allow you to place as many repair, renovation and minor construction projects as needed through the term of the contract (or until you reach the dollar limit of the contract) and all at a single initial procurement cost. Since most JOC contracts have a base year with up to four option years, you could theoretically place five years worth of projects – between 175 and 250 projects through the contract period – at a cost of \$3,000 compared to \$175,000–\$250,000 over the same time period, through your normal bid process.

As a steward for your district, municipality or facility, what could you do with an additional \$172,000 to \$247,000 over a five-year period? Could you complete an additional classroom renovation or chiller replacement; providing additional support and economic growth to the local community? Could these savings be used to obtain additional products or services from local business enterprises?

Job Order Contracting is more than a procurement tool and construction delivery method for repair, renovation and minor construction projects. It lets owners and contractors work together in a trusting relationship to help build the economic well-being of a community through mutual respect and communication.

Small Business Results Speak Louder...

“The relationship with the JOC Contractor has been very good. Our project volumes have increased.”
– **Zelda Holmes**, Administrative Manager, Personal Electric, MBE, Baltimore, MD

“On the JOC projects, I have found no safety hazards. They are consistent with seeing that all sub's clean behind themselves.” – **Darlene Stevenson**, President, S&D Services, MBE/WBE

“As a result of our relationship with a prime JOC contractor, I have seen both volume and employee growth, something I don't think I would have had without this type of contract. I've been able to participate in contracts that would ordinarily be out of reach.”
– **J. Goolesby**, CEO, Goolesby Contracting/ MBE

“Since working with a Prime JOC Contractor, my company has grown. We have been supplied with steady work. I feel that the prime that I work for is supportive and we have formed a relationship.” – **Darlene Stevenson**, President, S & D Services, MBE/WBE

“With our nine years working under a Job Order Contract, we have received more contracts regularly, therefore expanding our business.” – **Enrique Orellana**, Project Manager, Segova Interior Construction, MBE, Washington, DC

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Professional JOC programs act as a Small and Minority Subcontracting Incubator.

MEMBER PROFILE

R.S. Means Company

By Bob Gair



Bob Gair

R.S. Means Company, the leading research and publishing company in the United States for construction cost information, has been a strong advocate for Job Order Contracting (JOC) since the inception of JOC in the United States. This writer personally worked on *Means'* first JOC at Kelly AFB in San Antonio, TX.

In support of JOC, *Means* developed custom cost books for clients, provided cost estimating software and training programs in support of the clients' JOC program. *Means'* software and price books have been widely used for military JOC programs.

As the public sector has seen the benefits of JOC in the most recent decade, *Means* has been pro-active on the speaking circuit helping to educate the marketplace on the values of JOC. *Means* has also expanded its product offering by adding a consultative service to the Owner to assist with new program start-ups. We now offer a more robust software product that includes applications for cost estimating, project management and document management.

Means firmly believes in expanding the market through education so we developed a Reference Book "Job Order Contracting – Expediting Construction Project Delivery" to better educate the market. This book is very useful in helping Owners better understand JOC and it provides beneficial information to an Owner toward organizing their JOC program.

The RSMMeans Company is primarily in the business of researching, analyzing and reporting on construction costs and wage rates for commercial, industrial, institutional and residential markets. *Means* retains the largest professional research staff in this specialized area.



Today, Means is part of the largest and the foremost leader in global business-to-business information services, Reed-Elsevier. Under the Reed-Elsevier umbrella are Lexus-Nexis (legal), Harcourt (education), the widest array of medical journals, and the world leader in construction information of which Means plays a significant role.

The *Means* approach to organizing, researching and reporting construction information is considered to be the industry standard. Our proprietary relational database system, populated by construction cost elements researched at their most detailed level, gives *Means* the unique capability of providing relevant cost information for the entire life cycle of a project – from early planning through construction and design as well as facility maintenance. Our Engineering project teams effectively conduct cost modeling and benchmark research for clients nationwide.

The following illustrates the unique capability of RSMMeans...

- *Means* has been in the business of researching, publishing and selling construction cost information and related services for 64 years. Our information library is comprised of: 90,000+ unit prices, 25,000 systems/assemblies, 100+ building models covering all facets of construction.
- Consulting Services cover Cost Modeling, Life Cycle Cost, Studies, and Market Surveys with clients in both the Federal and Private Sector.
- Training Services has a curriculum of 22 Programs; *Means* teaches on the topics of Cost Estimating, Job Order Contracting, Project Management and Asset Management worldwide.
- Insurance Services addressing the issue of Property Valuation.

Robert Gair: bgair@rsmmeans.com, 202-285-7826

Job Order Contract at Work

By Andy Hicks and Carol Greb

Successful Project Insights

The true excitement and value of a professional Job Order Contracting program are the wide variety of results for owners and users. The below successful projects will demonstrate the on-going, practical performance and value to many different organizations and needs.

City/Municipality

JOC User/Owner: City of Phoenix, Arizona

Support of a Variety of City Projects

Project Description: As of November 2007, the Department has distributed nearly 2,500 job order projects amounting to \$284 million. Some typical City of Phoenix Job Order Contracts have included abatement, aquatic maintenance, demolition, environmental, fire hydrant replacement, park lighting, plumbing, sewer rehabilitation, street transportation, and storm drains. Since the inception of the 2000 legislation for alternative project delivery methods, the City has advertised nearly 60 Job Order Contract solicitations. Contracts have been successfully awarded to 128 contractors, with nine contracts awarded to minority-owned, women-owned and small business firms.

The following are a few of City Of Phoenix JOC projects:

- Multi-phased remodel of the Public Works Metro Building
- Replacement and completion of concrete sidewalks at the Indian Bend Park playground prior to a major Park dedication
- Shemer Art Gallery conversion and remodel of a donated residence for ADA compliance
- Addition of critical mill work for the Palo Verde & Maryvale Community Center
- Paving an off-site street to control surface drainage for Fire Station # 49
- Correcting the ADA sidewalk slopes surrounding the City Municipal Court Building during a holiday week end and within a 24 hour work schedule
- Paving the parking lot adjacent to a public swimming pool prior to the opening of the swimming season

The initial challenges of the job order program was the education of procurement staff, then our client departments, and ultimately our contractors and consultants. We will continue the growth of our program while ensuring adherence to State legislation and City regulations.

Job Order Contracting has developed into a timely and efficient use of the City's construction projects. What took months to procure in the low-bid process and has transformed into weeks. In addition, we receive quality work in a partnering environment that focuses on meeting our clients' needs in an expeditious and professional manner.



As one project manager expressed, "It's nice that we can get a contract in place relatively quickly with a qualified construction firm. They know the drill...we know the drill..."

"If there is anything that has surprised me about our use of Alternate Project Delivery Methods it has been how much work we have done utilizing Job Order Contracting. I knew we would do a lot of CM at Risk and Design-Build projects, but I never thought JOCs would become so popular. The speed that we able to achieve and the quality of the finished projects has made Job Order Contracting a very valuable tool in our tool box. Obviously, the process works for our client departments or they wouldn't be demanding that we make more JOCs available to them." – **Wylie Bearup, PE, PhD**, City Engineer, City of Phoenix.

• Submitted by CJE Member Organization: City Of Phoenix



K-12 Public School

JOC User/Owner: Goose Creek ISD, Baytown, TX

Emergency Support Because Of Large Sink Hole

Project Description: Emergency replacement of 24 LF of 48" RCP 20' in depth at a sports field, set new manhole cover and catch basin, fill in sink hole and grade area. This is a 5-year user of JOC through the TCPN AJOC program. The challenges were the fact that this repair was considered emergency in nature as a very large sink hole had developed at the school's athletic field. The excavation was significant to allow a workable site at 20' below mean elevation. Contractor expedited materials and mobilized to site within days of first notice. The JOC contractor received commendation from Goose Creek ISD and the city of Baytown for quality, response, and safety. Goose Creek ISD has awarded the JOC contractor several additional fast track projects as a result of this one.

- *Project Duration: Four (4) days*
- *Submitted By CJE Member Organization: KBR*

City/Municipality

JOC User/Owner: City OF Surprise, AZ

Sidewalk Replacement Projects

Project Description: Due to failing, existing asphalt sidewalks, the City of Surprise came to us to replace approximately 3,500 lf of sidewalks with new concrete sidewalks. Secondly, the City had a damaged median curb that was in need of replacement. Additionally, the City had a sidewalk ramp that was not ADA compliant, so this section of sidewalk and ramp was removed and replaced to meet code requirements.

- *Project Duration: 04/07–04/07*
- *Location: West Bell Road, Surprise, AZ 85374*
- *Submitted By CJE Member Organization: Parsons*

K-12 Public School

JOC User/Owner:, Fountain Hills Unified School District, AZ

McDowell Mountain Elementary School Bus Loop

Project Description: Fountain Hills Unified School District asked Parsons to design and construct a bus loop around McDowell Mountain Elementary to reduce the public traffic jam caused by busses/parent drop off in the mornings and pick-up in the afternoons. Design began in September 2006 and was completed in early January 2007. Since construction could not begin until school was out in May 2007, the design schedule was not expedited. The construction schedule, however, had to be completed over summer break (8-week schedule).



McDowell Mountain Elementary School Bus Loop

The overall project consisted of a new ¼ mile bus loop/road around the back of the school property tying into the city street on both ends. The scope included 2' wide ribbon curb on each side of the 16' wide bus lane, 10' wide sidewalk along the bus drop-off area, a heavy use, asphalt bus lane, approximately 500' of new wrought iron fencing, commercial driveway entrances on both ends of the loop, masonry retaining walls, new landscaping throughout, and some unforeseen utility adjustments to accommodate the new construction.

The project was completed ahead of schedule and the cost was below the owner's original budget.

- *Location: Fountain Hills, AZ*
- *Project Duration: Design – 9/2006–1/2007*
Construction – 6/2007–8/2007
- *Submitted By CJE Member Organization: Parsons*

City/ Municipality

JOC User/Owner: Town of Gilbert, Arizona

Traffic Signal Construction Projects

Project Description: The Town of Gilbert has been using a JOC program for the construction of traffic signals for the past four years and has constructed between twelve and fifteen signals each fiscal year. The main challenge over the past three years has been maintaining stable unit prices between solicitations. The pre-purchase of materials and consistent volume of work available to the JOC contractor has helped to achieve good price control over the years.



Town of Gilbert Traffic Signal Projects

Individual Task Orders include a mandatory performance schedule of between six to eight weeks per intersection. The Town generally pre-purchases the poles, mast arms, signal heads and LED's for the purpose of accelerating construction.

The results have been very favorable as the Town has been able to deliver projects more rapidly than the traditional design-bid-build method. As Gilbert has been one of the most rapidly growing municipal areas in the country, there has been a great demand to keep up with the growth. The Town of Gilbert has been very pleased with utilizing Job Order Contracting.

Quotes from the user/customer "This JOC system helps the Town to maintain an aggressive schedule to keep up with the rapidly growing community...Job Order Contracting continues to be an asset for the Town."

• Submitted By CJE Member Organization: PinnacleOne, Inc.

K-12 Public School

JOC User/Owner: Santa Fe Public Schools, Santa Fe, New Mexico

Agua Fria Elementary School Repairs and Upgrades

Project Description: The school had undergone a recent renovation, but the results were an illustration of all that can go wrong with traditional delivery methods and low-bid contracting – a poor design resulting from last-minute revisions to get the project within budget, change orders and legal fees caused by a lack of collaboration, delayed school opening, poor quality workmanship, and ultimately a contentious relationship among the parties involved. When additional funding was allocated to fix the problems very late in the construction planning season, Deputy Superintendent Bobbie Gutierrez turned to the collaborative, performance-based contracting model of JOC to ensure a successful and timely project.

Santa Fe Public Schools accesses Job Order Contracting through Cooperative Educational Services, a purchasing cooperative servicing educational institutions and local governments throughout New Mexico. It is an important part of this mid-size district's facilities renovation and upgrade program. The school upgrades took place during the summer of 2007, working with a forensic architect utilizing a quick and responsive "on board" design and construction process to ensure that the buildings would be ready for the start of school in August. The fast-paced process was made possible through Job Order Contracting.



Agua Fria Elementary School Repairs and Upgrades

The project started with a Consensus Planning process, led by E/CA Architects. The Job Order Contracting process allowed the JOC contractor to be an active participant, who helped the construction team understand the school's priorities and concerns, and ensured that the day-to-day decisions about how work proceeded would reflect those priorities. The major themes that emerged from the planning process were acoustics, water quality and accessibility, increased security, and an underlying focus on aesthetics that was strongly tied to the greater mission of the school.

The scope of work that was developed out of collaborative planning included a major HVAC ductwork overhaul that reduced noise levels by 17 decibels, providing hot water and drinking water to all classrooms, a major IT upgrade, and exterior hardscape and landscape, as well as innumerable small miscellaneous improvements that the school community identified. The schedule was very tight since the planning process was condensed into the last month of the school year, and a permit set of drawings still needed to be produced. The results were that the completed work was done on time and demobilized before the school year began, and accomplished its goal of zero punchlist on the project. And they turned a very dissatisfied school community into a satisfied user of JOC.

The performance-based Job Order Contracting process made a believer out of the Deputy Superintendent, and she sees it as an important part of future facility con-

struction in the District: "I would like to explore more opportunity for JOC once we get into the 2009 GO Bond funds. I believe it would be more efficient for many of our renovation projects in terms of time and money."

- *Project Duration: 70 days completion time*
- *Submitted By CJE Member Organization: Centennial*

Thank You

Thank you to Gary Aller and the ACE Team!

At the November 8, 2007 meeting at ASU the CJE board presented **Gary Aller** with a clock and words of thanks for all his help and leadership in making CJE what it is today. A thank you award was also presented to **Jacki K. Houchens** of ACE for all her support over the years.

The words on the recognition clock plaque stated: *"Thank You Gary Aller: For Your Service, Support and Stewardship Of The Center For Job Order Contracting Excellence. The Phoenix Rock upon which we built the CJE house."*



Gary Aller, ACE Leader



*Jacki Houchens
of ACE receives
thank you gift*

CJE Training and Meeting Dates To Note

The 2008 CJE Meeting Schedule:

Member Conference Calls:

January 14, March 24, April 21, May 19, July 21, September 22, November 10 and December 15. All call will commence at 1:00 p.m. Eastern Standard Time.

Quarterly Member & Board Meetings:

*June 10, Jackson Hole, WY
August 20, CJE Office, Washington DC
October 16, Dallas, TX*

Annual Member and Board Meeting:

February 28, Austin TX (Location TBD)



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