Request for Qualifications

Solicitation No. BPM004397

General Contractor Job Order Contracting Statewide

Arizona Department of Administration
General Services Division
1400 W. Washington St., Ste. B200
Phoenix, AZ 85007

Offer and Acceptance Form

SUBMISSION OF OFFER: Undersigned hereby offers and agrees to provide **Job Order Contracting System Administrator** services in compliance with the Solicitation indicated above and our Offer indicated by the latest dated version below:

Initial Offer:	6/14/22			
	Date	Signature		
Revised Offers:				
	Date	Signature	Date	Signature
	Date	Signature	Date	Signature
Best and Final Offer:				
	Date	Signature		

The S J Anderson Company
Offeror company name

3514 N Power Road, Bldg. 5, Suite 129
Address

Mesa, AZ 85215
City | State | ZIP

86-0875610
Federal tax identifier (EIN or SSN)

Signature of person authorized to sign Offer

Scott Anderson, President
Printed name and title

Scott Anderson, President
Contact name and title

scott@thesjanderson.com 602-692-0112
Contact Email Address Contact phone number

CERTIFICATION: By signature in the above, Offeror certifies that it:

1. will not discriminate against any employee or applicant for employment in violation of Federal Executive Order 11246, [Arizona] State Executive Order 2009-9 or A.R.S. § 41 – 1461 through 1465;
2. has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause will result in rejection of the Offer. Signing the Offer with a false statement will void the Offer, any resulting contract, and may be subject to legal penalties under law;
3. complies with A.R.S. § 41-3532 when offering electronics or information technology products, services, or maintenance; ad
4. is not debarred from, or otherwise prohibited from participating in any contract awarded by federal, state, or local government.

ACCEPTANCE OF OFFER: State hereby accepts the initial Offer, Revised Offer, or Best and Final Offer identified by the latest date and number at the top of this form (the Accepted Offer). Offeror is now bound (as Contractor) to carry out the Work under the attached Contract, of which the Accepted Offer forms a part. Contractor is cautioned not to commence any billable work or to provide any material or perform any service under the Contract until Contractor receives the applicable Order or written notice to proceed from the Procurement Officer.

State's Contract Number is: _____ **Contract Effective Date:** _____

Procurement Officer Signature Award Date

Procurement Officer Name Title

ATTACHMENT 2

Boycott of Israel Disclosure

Please note that if <u>any</u> of the following apply to this Solicitation, Contract, or Contractor, then the Offeror <u>shall</u> select the "Exempt Solicitation, Contract, or Contractor" option below:

- The Solicitation or Contract has an estimated value of less than $100,000;
- Contractor is a sole proprietorship;
- Contractor has fewer than ten (10) employees; OR
- Contractor is a non-profit organization.

Pursuant to A.R.S. §35-393.01, public entities are prohibited from entering into contracts "unless the contract includes a written certification that the company is not currently engaged in, and agrees for the duration of the contract to not engage in, a boycott of goods or services from Israel."

Under A.R.S. §35-393:

1. "Boycott" means engaging in a refusal to deal, terminating business activities or performing other actions that are intended to limit commercial relations with entities doing business in Israel or in territories controlled by Israel, if those actions are taken either:

   (a) Based in part on the fact that the entity does business in Israel or in territories controlled by Israel.
   (b) In a manner that discriminates on the basis of nationality, national origin or religion and that is not based on a valid business reason.
2. "Company" means an organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, limited liability company or other entity or business association, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate, that engages in for-profit activity and that has ten or more full-time employees.
3. "Public entity" means this State, a political subdivision of this State or an agency, board, commission or department of this State or a political subdivision of this State.

The certification below does <u>not</u> include boycotts prohibited by 50 United States Code Section 4842 or a regulation issued pursuant to that section. *See* A.R.S. §35-393.03.

In compliance with A.R.S. §§35-393 *et seq.*, all offerors must select one of the following:

X The Company submitting this Offer **<u>does not</u>** participate in, and agrees not to participate in during the term of the contract, a boycott of Israel in accordance with A.R.S. §§35-393 *et seq.* I understand that my entire response will become public record in accordance with A.A.C. R2-7-C317.

☐ The Company submitting this Offer **<u>does</u>** participate in a boycott of Israel as described in A.R.S. §§35-393 *et seq.*

☐ **Exempt Solicitation, Contract, or Contractor.**

Indicate which of the following statements applies to this Contract:

☐ Solicitation or Contract has an estimated value of less than $100,000;
☐ Contractor is a sole proprietorship;

☐ Contractor has fewer than ten (10) employees; and/or
☐ Contractor is a non-profit organization.

The S J Anderson Company	
Company Name	Signature of Person Authorized to Sign
3514 N Power Road, Bldg. 5, Suite 129	Scott Anderson
Address	Printed Name
Mesa AZ 85215	President
City State Zip	Title

	Request for Qualifications Solicitation No. **BPM004397** Description: **General Contractor Job Order Contracting Statewide**	Arizona Department of Administration **General Services Division** 1400 W. Washington St., Ste. B200 Phoenix, AZ 85007

ATTACHMENT A:
SECTIONS A & B BONDING & ORG CHART

DOWNLOAD, SAVE, AND UPLOAD COMPLETED DOCUMENT

Section A. General.

1. Current Bonding Capacity.

2. Current Bond Rating.

3. Longevity. Indicate how many sureties the Submitter has used in the last 3 years.

4. Describe any claims made against or legal action taken against the Submitter in the last 5 years.

A. GENERAL

(See instructions above)

1. CURRENT BONDING CAPACITY	2. BOND RATING	3. LONGEVITY
$25,000,000	A	12 years

4. CLAIMS OR LITIGATION IN THE LAST 5 YEARS. If necessary, attach another page to answer this question. If submitted as a separate file, enter file title here.

No claims or litigation in the last five years.

	Request for Qualifications Solicitation No. **BPM004397** Description: **General Contractor Job Order Contracting Statewide**	Arizona Department of Administration **General Services Division** 1400 W. Washington St., Ste. B200 Phoenix, AZ 85007

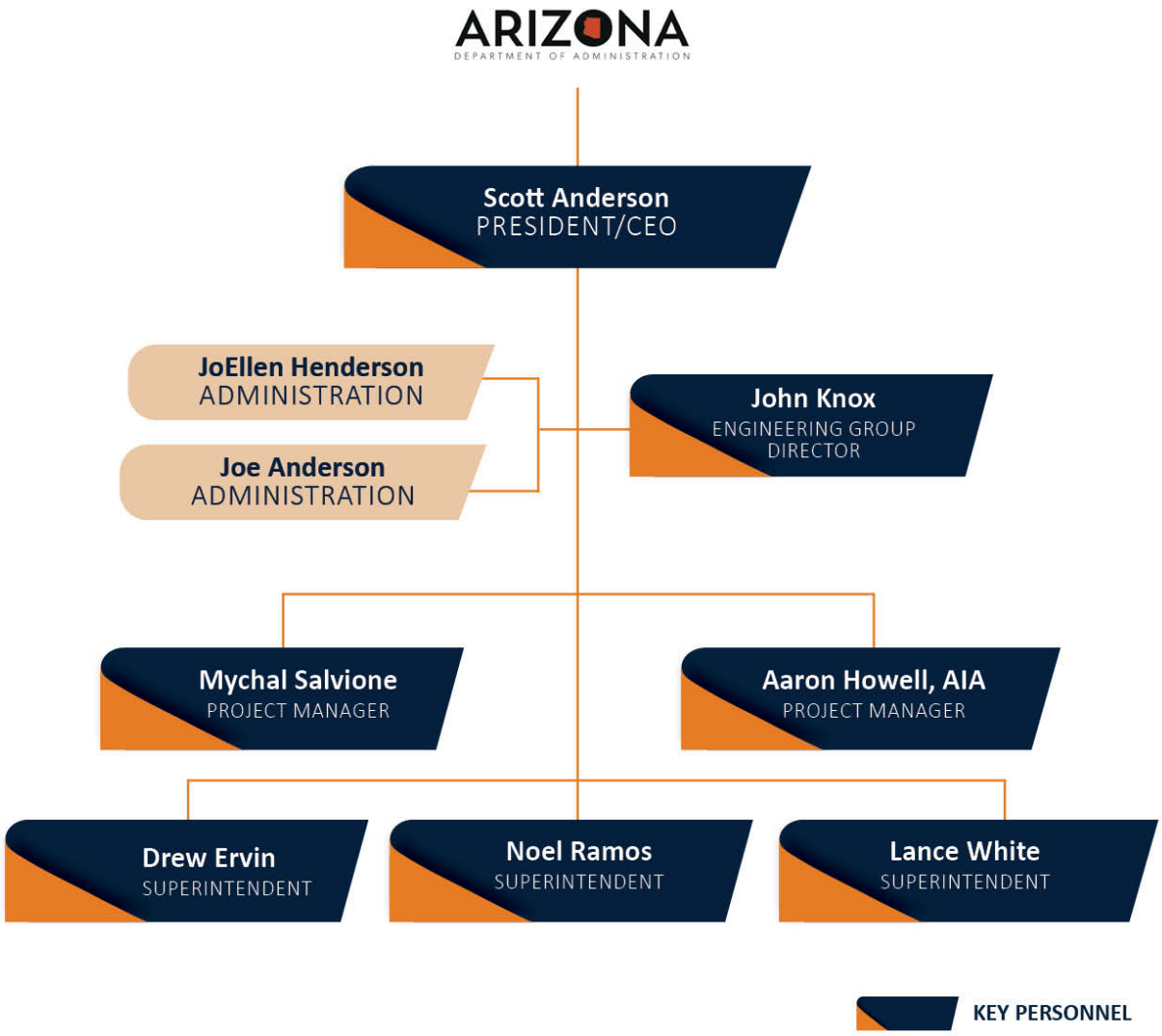
Section B. Organizational Chart of Submitter's Key Personnel.

The organizational chart shall also present a clear, graphic depiction of the lines of communication between project functions. Include all Key Personnel indicated in Section C.

B. ORGANIZATIONAL CHART OF SUBMITTER'S KEY PERSONNEL

☐ Attached

(See instructions above)



Section C. Resumes of Key Personnel Proposed for This Contract.

Complete this section for Key Personnel who will participate in this project, to include, at a minimum: Superintendent, Project Manager, and Estimator. Submitters should include pertinent management. (See Special Terms and Conditions, Paragraph 4.4.13., Key Personnel.) The following blocks must be completed for each resume:

1. **Name**. Name and title of the subject employee for the resume. Scott Anderson, President/CEO

2. **Role in This Contract**. Submitters should ensure they have specifically assigned the roles of the Key Personnel. Additional personnel with additional different roles may also be included, but it is understood these individuals will be added to the definition of Key Personnel for contractual purposes. Owner

3. **Years' Experience**. Total years of relevant experience (block 3a), and years of relevant experience with the Submitter's firm (block 3b). 3a. 40 years 3b. 25 years

4. **Location**. City and State of the firm or office where the person is currently headquartered. Mesa, AZ

5. **Education**. Provide information on the highest relevant academic degree(s) received. Indicate the area(s) of specialization for each degree. High School Diploma

6. **Professional Training**. Provide information on relevant training this person has completed. Licensed Contractor – AZ – A-1 ROC 269948, B-1 ROC 126352, B- 126353

7. **Other Professional Qualifications**. Provide information on any other professional training and qualifications relating to this contract, such as publications, organizational memberships, certifications awards. Harry H. Melon award for Outstanding Job Order Contractor – Highway 89A Project

8. **Relevant Projects**. Provide information on up to five (5) projects in which the person had a significant role demonstrating the person's capability relevant to her/his proposed role in this contract. These projects do not necessarily have to be any of the projects presented in Section D for the project team if the person was not involved in any of those projects or the person worked on other projects that were more relevant than the team projects in Section D. Use the check box provided to indicate if the project was performed with any office of the Submitter. If any of the construction projects are not complete, leave 'Year Completed' blank and indicate the status in Brief Description and Specific Role (block (3)).
   - **ADOA – First Floor Sonoran Remodel** | *Phoenix, AZ*
   - **Water/ADOA – Third Floor Resource Relocation** | *Phoenix, AZ*
   - **ADOA – First Floor Parks Dept. Relocation** | *Phoenix, AZ*
   - **ADOA – VAV Control Replacement** | *Phoenix, AZ*
   - **DES – Basement Remodel** | *Phoenix, AZ*

Section C. Resumes of Key Personnel Proposed for This Contract.

Complete this section for Key Personnel who will participate in this project, to include, at a minimum: Superintendent, Project Manager, and Estimator. Submitters should include pertinent management. (See Special Terms and Conditions, Paragraph 4.4.13., Key Personnel.) The following blocks must be completed for each resume:

1. **Name**. Name and title of the subject employee for the resume. John Knox, Engineering Group Director

2. **Role in This Contract**. Submitters should ensure they have specifically assigned the roles of the Key Personnel. Additional personnel with additional different roles may also be included, but it is understood these individuals will be added to the definition of Key Personnel for contractual purposes. Project Manager

3. **Years' Experience**. Total years of relevant experience (block 3a), and years of relevant experience with the Submitter's firm (block 3b). 3a. 40 years 3b. 9 years

4. **Location**. City and State of the firm or office where the person is currently headquartered. Mesa, AZ

5. **Education**. Provide information on the highest relevant academic degree(s) received. Indicate the area(s) of specialization for each degree. A- General Engineering License (AZ, CA, NV)

6. **Professional Training**. Provide information on relevant training this person has completed. Licensed Contractor (A-1 ROC 269948, B-1 ROC 126352, B-126353)

7. **Other Professional Qualifications**. Provide information on any other professional training and qualifications relating to this contract, such as publications, organizational memberships, certifications awards. Private Pilot Rating with Instrument Rating

8. **Relevant Projects**. Provide information on up to five (5) projects in which the person had a significant role demonstrating the person's capability relevant to her/his proposed role in this contract. These projects do not necessarily have to be any of the projects presented in Section D for the project team if the person was not involved in any of those projects or the person worked on other projects that were more relevant than the team projects in Section D. Use the check box provided to indicate if the project was performed with any office of the Submitter. If any of the construction projects are not complete, leave 'Year Completed' blank and indicate the status in Brief Description and Specific Role (block (3)).
   - **Huachuca City – Huachuca City Sludge Pond Rehab -** | *Huachuca City, AZ*
   - **ADOT – 89A Highway Emergency Repair** | *Five Locations Throughout AZ*
   - **DEMA – Nitrate Filtration Project** | *Marana, AZ*
   - **ADOA – Wesley Bolin Parking Lots** | *Phoenix, AZ*
   - **ADOA – Pioneer Cemetery Repave** | *Phoenix, AZ*

Section C. Resumes of Key Personnel Proposed for This Contract.

Complete this section for Key Personnel who will participate in this project, to include, at a minimum: Superintendent, Project Manager, and Estimator. Submitters should include pertinent management. (See Special Terms and Conditions, Paragraph 4.4.13., Key Personnel.) The following blocks must be completed for each resume:

1. **Name**. Name and title of the subject employee for the resume. Mychal Salvione, Project Manager

2. **Role in This Contract**. Submitters should ensure they have specifically assigned the roles of the Key Personnel. Additional personnel with additional different roles may also be included, but it is understood these individuals will be added to the definition of Key Personnel for contractual purposes. Project Manager

3. **Years' Experience**. Total years of relevant experience (block 3a), and years of relevant experience with the Submitter's firm (block 3b). 3a. 7 years 3b. 7 years

4. **Location**. City and State of the firm or office where the person is currently headquartered. Mesa, AZ

5. **Education**. Provide information on the highest relevant academic degree(s) received. Indicate the area(s) of specialization for each degree. BS in Construction Management, *Arizona State University*

6. **Professional Training**. Provide information on relevant training this person has completed. Gordian Work Order System

7. **Other Professional Qualifications**. Provide information on any other professional training and qualifications relating to this contract, such as publications, organizational memberships, certifications awards. Over ten years' experience with onsite construction and offsite improvements, expertise in document and cost management, value engineering, scheduling, and budgeting.

8. **Relevant Projects**. Provide information on up to five (5) projects in which the person had a significant role demonstrating the person's capability relevant to her/his proposed role in this contract. These projects do not necessarily have to be any of the projects presented in Section D for the project team if the person was not involved in any of those projects or the person worked on other projects that were more relevant than the team projects in Section D. Use the check box provided to indicate if the project was performed with any office of the Submitter. If any of the construction projects are not complete, leave 'Year Completed' blank and indicate the status in Brief Description and Specific Role (block (3)).
   - **City of Scottsdale – Scottsdale Stadium Railing Replacement -** | *Scottsdale, AZ*
   - **ADOA – Fourth Floor Ceiling Replacement** | *Phoenix, AZ*
   - **ADOA – Replace Primary and Secondary Chiller Pumps** | *Phoenix, AZ*
   - **ADOA – 1200 Corp Second Floor Restroom Remodel** | *Phoenix, AZ*
   - **DES – Basement Remodel** | *Phoenix, AZ*

Section C. Resumes of Key Personnel Proposed for This Contract.

Complete this section for Key Personnel who will participate in this project, to include, at a minimum: Superintendent, Project Manager, and Estimator. Submitters should include pertinent management. (See Special Terms and Conditions, Paragraph 4.4.13., Key Personnel.) The following blocks must be completed for each resume:

1. **Name**. Name and title of the subject employee for the resume. Aaron Howell, AIA, Project Manager

2. **Role in This Contract**. Submitters should ensure they have specifically assigned the roles of the Key Personnel. Additional personnel with additional different roles may also be included, but it is understood these individuals will be added to the definition of Key Personnel for contractual purposes. Project Manager, Licensed Architect

3. **Years' Experience**. Total years of relevant experience (block 3a), and years of relevant experience with the Submitter's firm (block 3b). 3a. 40 years 3b. 9 years

4. **Location**. City and State of the firm or office where the person is currently headquartered. Mesa, AZ

5. **Education**. Provide information on the highest relevant academic degree(s) received. Indicate the area(s) of specialization for each degree. Pre-Engineering Studies, *University of Southern Colorado,* AutoCAD Design Professional Program, *ITT Technical Institute,* General Studies, *Glendale Community College and Scottsdale Community College*

6. **Professional Training**. Provide information on relevant training this person has completed. Licensed Architect (55149), American Institute of Architecture (38472916), Gordian Work Order System

7. **Other Professional Qualifications**. Provide information on any other professional training and qualifications relating to this contract, such as publications, organizational memberships, certifications awards. GBCI LEED AP Certified (11047176), CPTED Design Professional (2017)

8. **Relevant Projects**. Provide information on up to five (5) projects in which the person had a significant role demonstrating the person's capability relevant to her/his proposed role in this contract. These projects do not necessarily have to be any of the projects presented in Section D for the project team if the person was not involved in any of those projects or the person worked on other projects that were more relevant than the team projects in Section D. Use the check box provided to indicate if the project was performed with any office of the Submitter. If any of the construction projects are not complete, leave 'Year Completed' blank and indicate the status in Brief Description and Specific Role (block (3)).
   - **ADOA – Replace Grease Trap and Plumbing -** | *Prescott, AZ*
   - **ADOT – Home Repairs** | *Tolleson, AZ*
   - **DEMA – Remodel Saguaro Conference Room** | *Phoenix, AZ*
   - **AZGFD – Horseshoe Ranch Septic System R&R** | *Cordes Lakes, AZ*
   - **Ash Fork JUSD** | *Ash Fork, AZ*

	Request for Qualifications Solicitation No. **BPM004397** Description: **General Contractor Job Order Contracting Statewide**	Arizona Department of Administration **General Services Division** 1400 W. Washington St., Ste. B200 Phoenix, AZ 85007

Section C. Resumes of Key Personnel Proposed for This Contract.

Complete this section for Key Personnel who will participate in this project, to include, at a minimum: Superintendent, Project Manager, and Estimator. Submitters should include pertinent management. (See Special Terms and Conditions, Paragraph 4.4.13., Key Personnel.) The following blocks must be completed for each resume:

1. **Name**. Name and title of the subject employee for the resume. Drew Ervin, Superintendent

2. **Role in This Contract**. Submitters should ensure they have specifically assigned the roles of the Key Personnel. Additional personnel with additional different roles may also be included, but it is understood these individuals will be added to the definition of Key Personnel for contractual purposes. Superintendent

3. **Years' Experience**. Total years of relevant experience (block 3a), and years of relevant experience with the Submitter's firm (block 3b). 3a. 23 years 3b. 6 months

4. **Location**. City and State of the firm or office where the person is currently headquartered. Mesa, AZ

5. **Education**. Provide information on the highest relevant academic degree(s) received. Indicate the area(s) of specialization for each degree. High School Diploma, 23 years in the field.

6. **Professional Training**. Provide information on relevant training this person has completed. Heavy Equipment Operator

7. **Other Professional Qualifications**. Provide information on any other professional training and qualifications relating to this contract, such as publications, organizational memberships, certifications awards. Worked with Department of Defense in Iraq. 23 years of hands-on contracting experience.

8. **Relevant Projects**. Provide information on up to five (5) projects in which the person had a significant role demonstrating the person's capability relevant to her/his proposed role in this contract. These projects do not necessarily have to be any of the projects presented in Section D for the project team if the person was not involved in any of those projects or the person worked on other projects that were more relevant than the team projects in Section D. Use the check box provided to indicate if the project was performed with any office of the Submitter. If any of the construction projects are not complete, leave 'Year Completed' blank and indicate the status in Brief Description and Specific Role (block (3)).
   - **ADOA – Capital Nall Parking Lot Remove/Replacement** | *Phoenix, AZ*
   - **Rim Trail Domestic Water Improvement District – Water Meter Replacement** | *Payson, AZ*
   - **ADOA – Arizona State Fair Grounds Repair Lift Station** | *Phoenix, AZ*
   - **Arizona Game and Fish – Install RO System** | *Robins Butte Wildlife Area, AZ*

Section C. Resumes of Key Personnel Proposed for This Contract.

Complete this section for Key Personnel who will participate in this project, to include, at a minimum: Superintendent, Project Manager, and Estimator. Submitters should include pertinent management. (See Special Terms and Conditions, Paragraph 4.4.13., Key Personnel.) The following blocks must be completed for each resume:

1. **Name**. Name and title of the subject employee for the resume. Noel Ramos, Superintendent

2. **Role in This Contract**. Submitters should ensure they have specifically assigned the roles of the Key Personnel. Additional personnel with additional different roles may also be included, but it is understood these individuals will be added to the definition of Key Personnel for contractual purposes. Superintendent

3. **Years' Experience**. Total years of relevant experience (block 3a), and years of relevant experience with the Submitter's firm (block 3b). 3a. 35 years 3b. 20 years

4. **Location**. City and State of the firm or office where the person is currently headquartered. Mesa, AZ

5. **Education**. Provide information on the highest relevant academic degree(s) received. Indicate the area(s) of specialization for each degree. High School Diploma

6. **Professional Training**. Provide information on relevant training this person has completed. Licensed Contractor ROC 284803 & ROC 284804

7. **Other Professional Qualifications**. Provide information on any other professional training and qualifications relating to this contract, such as publications, organizational memberships, certifications awards.

8. **Relevant Projects**. Provide information on up to five (5) projects in which the person had a significant role demonstrating the person's capability relevant to her/his proposed role in this contract. These projects do not necessarily have to be any of the projects presented in Section D for the project team if the person was not involved in any of those projects or the person worked on other projects that were more relevant than the team projects in Section D. Use the check box provided to indicate if the project was performed with any office of the Submitter. If any of the construction projects are not complete, leave 'Year Completed' blank and indicate the status in Brief Description and Specific Role (block (3)).
   - **ADOA – DPS Capital Police Patch and Paint -** | *Phoenix, AZ*
   - **ADOA – Homeland Security Repairs** | *Phoenix, AZ*
   - **ADOA – Department of Education Bathroom Remodel** | *Phoenix, AZ*
   - **DES – DBME/DAAS Remodel** | *Phoenix, AZ*
   - **City of Litchfield – Repair Damaged Block Wall** | *Litchfield Park, AZ*

	Request for Qualifications Solicitation No. **BPM004397** Description: **General Contractor Job Order Contracting Statewide**	Arizona Department of Administration **General Services Division** 1400 W. Washington St., Ste. B200 Phoenix, AZ 85007

Section C. Resumes of Key Personnel Proposed for This Contract.

Complete this section for Key Personnel who will participate in this project, to include, at a minimum: Superintendent, Project Manager, and Estimator. Submitters should include pertinent management. (See Special Terms and Conditions, Paragraph 4.4.13., Key Personnel.) The following blocks must be completed for each resume:

1. **Name**. Name and title of the subject employee for the resume. Lance White, Superintendent

2. **Role in This Contract**. Submitters should ensure they have specifically assigned the roles of the Key Personnel. Additional personnel with additional different roles may also be included, but it is understood these individuals will be added to the definition of Key Personnel for contractual purposes. Superintendent

3. **Years' Experience**. Total years of relevant experience (block 3a), and years of relevant experience with the Submitter's firm (block 3b). 3a. 22 years 3b. 10 years

4. **Location**. City and State of the firm or office where the person is currently headquartered. Mesa, AZ

5. **Education**. Provide information on the highest relevant academic degree(s) received. Indicate the area(s) of specialization for each degree. High School Diploma

6. **Professional Training**. Provide information on relevant training this person has completed. OSHA 30, CPR/First Aid, Scissor Lift, Boom/Aerial Lift, Confined Space, Mold Restore, Asbestos Removal

7. **Other Professional Qualifications**. Provide information on any other professional training and qualifications relating to this contract, such as publications, organizational memberships, certifications awards.

8. **Relevant Projects**. Provide information on up to five (5) projects in which the person had a significant role demonstrating the person's capability relevant to her/his proposed role in this contract. These projects do not necessarily have to be any of the projects presented in Section D for the project team if the person was not involved in any of those projects or the person worked on other projects that were more relevant than the team projects in Section D. Use the check box provided to indicate if the project was performed with any office of the Submitter. If any of the construction projects are not complete, leave 'Year Completed' blank and indicate the status in Brief Description and Specific Role (block (3)).
   - **ADOT – Crew Room Renovation** | *Globe, AZ*
   - **DES – ATPC 50 Sandstone Interior Renovation** | *Coolidge, AZ*
   - **AZSF – Coliseum Abatement/Repair Flooring** | *Phoenix, AZ*
   - **ADOA – Arizona Pioneers' Home Window Replacement** | *Phoenix, AZ*
   - **DEMA – Silverbell Renovate 60 Dorm Rooms** | *Phoenix, AZ*

Section D. Example Projects Best Illustrating Submitter's Qualifications for This Contract.

Select projects where multiple Key Personnel from Section C worked together, if possible, that demonstrate the Submitter's capability to perform work similar to that required for this contract. Complete one (1) Section D for each project. List three (3) – five (5) projects; each should be equal or similar to the Statement of Work in terms of project type, size, and complexity where the Submitter's Key Personnel from Section C worked together. List only projects awarded within the last five (5) years. In selecting projects for inclusion in Section D, Submitters should seek to demonstrate the following:

a. Common project experience for the Submitter's Key Personnel as presented;
b. The Submitter's recent experience in meeting the completion schedule for similar projects;
c. Projects in similar locations to the Statement of Work; and
d. The Submitter's awards that have been won for similar projects.

Complete the following blocks for each project. In the event the State checks a particular reference, answers in blocks 2 through 6 and portions of 7 will be used to identify the project to the reference; answers in block 9 may be used in these efforts as well.

---

1. Example Project Key Number. Start with "1" for the first project and number consecutively.

2. Title. Title of project or contract.

3. Year Completed. Enter the year completed of the construction or repair. If any of the construction or repair projects are not complete, leave Year Completed blank and indicate the status in Brief Description of Project and Relevance to This Contract (block 7).

4. Location. Location of project or contract. For an indefinite delivery contract, the location is the geographic scope of the contract. Indicate if any project(s) or contract(s) were in Arizona.

5. Contract / Job Order Amount. Indicate the original and final totals of the project or contract.

6. Project Delivery Method. Indicate the contracting vehicle utilized to engage the Submitter. If Other is selected, specify what other method was used.

7. Brief Description of Project and Relevance to This Contract. Indicate (items are of equal importance):

a. Principal elements and special features of the project, including but not limited to:

i. Brief physical description of the project;

ii. A brief discussion of any specific challenges and how they were overcome;

iii. Review of project schedule milestones and whether they were timely met – award date, substantial completion, and final completion;

iv. What the Owner's objectives were and whether they were met.

8a. Project Owner. Project owner or user, such as a government agency or installation, an institution, a corporation or private individual.

8b. Point of Contact Name. Provide the name of a person associated with the Owner or the Owner's Representative for the project. In the event such individuals are not available, Submitter may include an alternate contact who is very familiar with the project and the Submitter's performance.

8c. Point of Contact E-Mail. Self-Explanatory. Submitter should ensure the contact information provided is current.

8d. Point of Contact Phone No. Self-Explanatory. Submitter should ensure the contact information provided is current.

9. Key Personnel. Indicate which Key Personnel, from Section C, played significant roles in the contract or job order.

	Request for Qualifications Solicitation No. **BPM004397** Description: **General Contractor Job Order Contracting Statewide**	Arizona Department of Administration **General Services Division** 1400 W. Washington St., Ste. B200 Phoenix, AZ 85007

D. EXAMPLE PROJECTS BEST ILLUSTRATING SUBMITTER'S QUALIFICATIONS FOR THIS CONTRACT

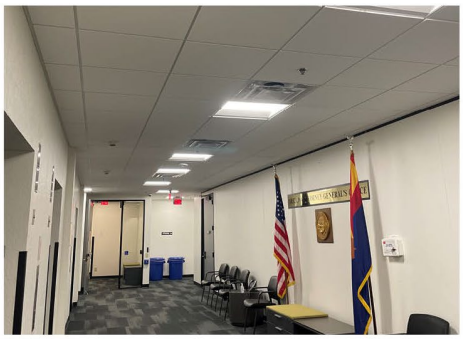
(Present as many projects up to 5 projects. Complete one Section D for each project.)

1. EXAMPLE PROJECT KEY NUMBER a.	2. PROJECT TITLE Attorney General (Cap Center) Fourth Floor Ceiling Replacement
3. YEAR COMPLETED 2021	4. LOCATION *(City and State)* Phoenix, Arizona
5. CONTRACT / JOB ORDER AMOUNT	a. Initial: $868,485.84 b. Final: $868,485.84

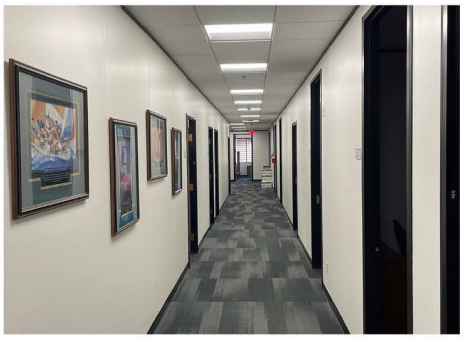
6. PROJECT DELIVERY METHOD LOW-BID JOC X CM-at-RISK OTHER

7. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(See Form Instructions)*

This project involved replacing the ceiling on the fourth floor of the Attorney General Cap Center. The entire acoustical drop ceiling (approx. 30,000sf), lights, and HVAC diffusers were removed and a new acoustical ceiling grid, ceiling tiles, LED Lights, Exit Signs, HVAC diffusers, and sound boots were installed. All sprinkler heads were relocated to the center of ceiling tiles. Furniture was not removed from the project site, so working around/over all existing furniture, cabinets, and shelving presented a challenge. Extra care was taken not to damage any existing items. The owner's timeline and available financing required us to complete the project on a very tight schedule. The project began on 4/26/21 and was completed on 6/30/21.









8. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT E-MAIL	d. POINT OF CONTACT PHONE NO.
Attorney General	Byron Lavoie	Byron.lavoie@azdoa.gov	602-616-4647

9. KEY PERSONNEL *(from Section C)*

NAME	ROLE	NAME	ROLE
Mychal Salvione	Project Manager		
Austin Barr	Superintendent		
Noel Ramos	Superintendent		

Request for Qualifications

Solicitation No.
BPM004397
Description:
General Contractor Job Order Contracting Statewide

Arizona Department of Administration
General Services Division
1400 W. Washington St., Ste. B200
Phoenix, AZ 85007

1. EXAMPLE PROJECT KEY NUMBER	2. PROJECT TITLE
b.	US 89A House Rock Flash Floor Repairs
3. YEAR COMPLETED 2019	4. LOCATION *(City and State)* Page, Arizona
5. CONTRACT / JOB ORDER AMOUNT	a. Initial: $1,647,778
	b. Final: $1,647,778

6. PROJECT DELIVERY METHOD LOW-BID JOC X CM-at-RISK OTHER

7. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(See Form Instructions)*

This project consisted of emergency repairs at seven sites along 24 miles of US Route 89A after a 200-year monsoon devastated the highway. We received the Harry H. Mellon award for Outstanding Job Order Contractor for our quick, quality work on this project.









A major challenge on this project included keeping the highway open and traffic flowing while the road was rebuilt. We were able to successfully rebuild four areas totaling 15 miles in six weeks, working seven days a week, while keeping the highway open with special traffic control. The owners main objective was to keep the highway open and finish the project as quickly and safely as possible, and we are proud to say we met that objective.

8. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT E-MAIL	d. POINT OF CONTACT PHONE NO.
AZ Department of Transportation	Shawn Van De Water	svandewater@azdot.gov	928-779-7542

9. KEY PERSONNEL *(from Section C)*

NAME	ROLE	NAME	ROLE
John Knox	Project Manager		
Joe Anderson	Project Manager		

Request for Qualifications

Solicitation No.
BPM004397
Description:
General Contractor Job Order Contracting Statewide

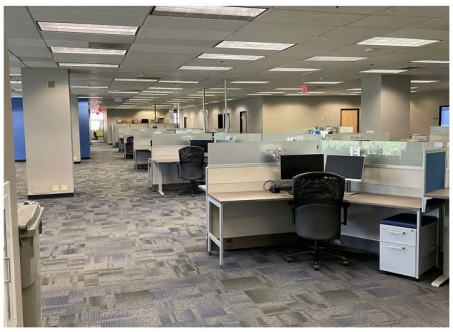
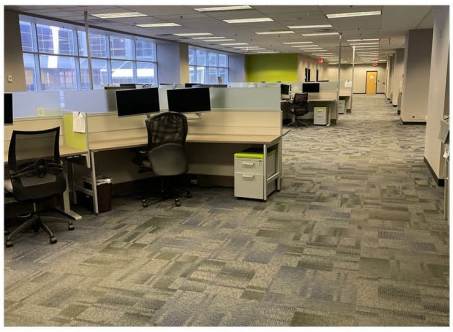
Arizona Department of Administration
General Services Division
1400 W. Washington St., Ste. B200
Phoenix, AZ 85007

1. EXAMPLE PROJECT KEY NUMBER c.	2. PROJECT TITLE 1789 DES Second Floor Renovation	
3. YEAR COMPLETED 2021	4. LOCATION *(City and State)* Phoenix, Arizona	
5. CONTRACT / JOB ORDER AMOUNT	a. Initial: $451,398.51 b. Final: $451,398.51	

6. PROJECT DELIVERY METHOD LOW-BID JOC X CM-at-RISK OTHER

7. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(See Form Instructions)*

This project consisted of tenant improvement of the North and South wings of the second floor of 1789 W Jefferson St (Approx. 40,000 sf). It was a two-phase project, one addressing each wing, and both wings were partially demolished for the tenant improvement. The improvement consisted of new offices, flooring, a new glass wall, and millwork for the break area. It also included re-configuring lighting and new lighting controls for the added offices, painting, installing new door frames, doors, and hardware.


One obstacle involved the building being occupied during construction, so we phased the work into two portions: North and South. Employees were moved as necessary to allow business to continue and for a timely project completion. This project was started prior to the scheduled start date and completed on schedule. The owner's objective was to update the work space with as little disruption as possible, and we are happy to say we achieved the objective.

8. PROJECT OWNER'S INFORMATION

b. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT E-MAIL	d. POINT OF CONTACT PHONE NO.
Arizona Department of Administration	Lynet Nelson	lynet.nelson@azdoa.gov	602-316-2706

9. KEY PERSONNEL *(from Section C)*

NAME	ROLE	NAME	ROLE
Mychal Salvione	Project Manager		
Mychal Salvione	Superintendent		
Noel Ramos	Superintendent		

Request for Qualifications

Solicitation No.
BPM004397
Description:
General Contractor Job Order Contracting Statewide

Arizona Department of Administration
General Services Division
1400 W. Washington St., Ste. B200
Phoenix, AZ 85007

1. EXAMPLE PROJECT KEY NUMBER: d.	2. PROJECT TITLE: Remove/Replace Metal Windows at Pioneer Home	
3. YEAR COMPLETED: 2022	4. LOCATION *(City and State)*: Prescott, Arizona	
5. CONTRACT / JOB ORDER AMOUNT	a. Initial: $220,376	
	b. Final: $220,376	

6. PROJECT DELIVERY METHOD: LOW-BID | JOC X | CM-at-RISK | OTHER

7. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(See Form Instructions)*

This project involved working with the Arizona State Historical Preservation Office on the Historic Arizona Pioneer Home.
It consisted of the removal of 47 metal single-hung windows and the installation of 47 new aluminum single-hung windows. The project also included Lead Paint Abatement, scaffold installation for access to windows on the second, third, and fourth floors, as well as removal and replacement of a metal canopy for access to the top floor windows.

One challenge we faced was working with SHPO in selecting a product and a process that was acceptable to SHPO and the owner's objectives, but we quickly came to an agreement and overcame this obstacle. Most of the rooms were occupied with elderly tenants who needed to be relocated while we replaced the windows in their rooms. We worked out a schedule to divide the window construction into phases, based on location and occupancy. We completed demo and abatement on a Monday, installed new windows on the following Tuesday, and finally, painted the window frames on the following Wednesday. We returned in two weeks for the next phase. The window replacement allowed for any malfunctioning windows to be removed as well as for better protection against the elements. Both objectives were critical to the owner to make residents more comfortable.







8. PROJECT OWNER'S INFORMATION

c. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT E-MAIL	d. POINT OF CONTACT PHONE NO.
Arizona Department of Administration	Mike MacDonald	mike.macdonald@azdoa.gov	602-316-2706

9. KEY PERSONNEL *(from Section C)*

NAME	ROLE	NAME	ROLE
Scott Anderson	Project Manager		
Aaron Howell	Project Manager		

Request for Qualifications

Solicitation No.
BPM004397
Description:
General Contractor Job Order Contracting Statewide

Arizona Department of Administration
General Services Division
1400 W. Washington St., Ste. B200
Phoenix, AZ 85007

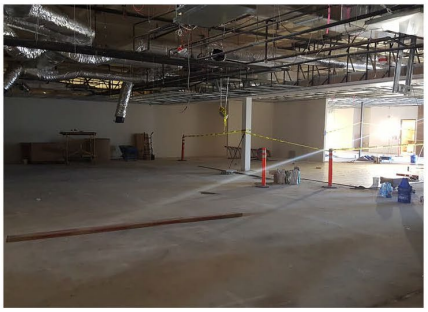
1. EXAMPLE PROJECT KEY NUMBER e.	2. PROJECT TITLE South Central Office Remodel	
3. YEAR COMPLETED 2018	4. LOCATION *(City and State)* Phoenix, Arizona	
5. CONTRACT / JOB ORDER AMOUNT	a. Initial: $746,881.99 Phase 1 $805,517.37 Phase 2	
	b. Final: $746,881.99 Phase 1 $805,517.37 Phase 2	

6. PROJECT DELIVERY METHOD LOW-BID JOC X CM-at-RISK OTHER

7. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(See Form Instructions)*

This project included a 22,000 SF office building renovation. The work consisted of demolition and new construction of interior partitions as well as upgrades to toilet rooms. New ceiling and floor finishes were installed, including carpet, porcelain tile, and VCT flooring, and structural modifications were made to construct new openings and a shade canopy at the main entrance.

A challenge experienced during this project was the accelerated schedule. We had 90 days to complete both phases, and the building remained open to the public during both phases of construction. The owner was pleased as we met the objective of completing the entire project in 90 days and under budget.









8. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT E-MAIL	d. POINT OF CONTACT PHONE NO.
Arizona Department of Economic Security	Max Brand	MBrand@azdes.gov	602-542-6779

9. KEY PERSONNEL *(from Section C)*

NAME	ROLE	NAME	ROLE
Scott Anderson	Project Manager		
Lance White	Project Manager		

Request for Qualifications

Solicitation No.
BPM004397
Description:
General Contractor Job Order Contracting Statewide

Arizona Department of Administration
General Services Division
1400 W. Washington St., Ste. B200
Phoenix, AZ 85007

E. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

1. NAMES OF KEY PERSONNEL (From Section C, Block 1)	2. ROLE IN THIS CONTRACT (From Section D, Block 9)	3. EXAMPLE PROJECTS LISTED IN SECTION D (Fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role.)				
		a	b	c	d	e
Scott Anderson	President/CEO				X	X
John Knox	Engineering Group Director		X			
Mychal Salvione	Project Manager	X		X		
Aaron Howell	Project Manager, AIA				X	
Drew Ervin	Superintendent					
Noel Ramos	Superintendent	X		X		
Lance White	Superintendent					X

4. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION D)
a	Attorney General (Cap Center) Fourth Floor Ceiling Replacement
b	US 89A House Rock Flash Floor Repairs
c	1789 DES Second Floor Renovation
d	Remove/Replace Metal Windows at Pioneer Home
e	South Central Office Remodel

Section E. Key Personnel Participation in Example Projects.

This matrix is intended to graphically depict which Key Personnel identified in Section C worked on the example projects listed in Section D. Complete the following blocks (see example below).

1. and 2. Names of Key Personnel and Role in This Contract. List the names of the Key Personnel and their proposed roles in this contract in the same order as they appear in Section C.

3. Example Projects Listed in Section D. In the column under each project key number (see blocks 3a – e) and for each key person, place an "X" under the project key number for participation in the same or similar role.

4. Example Projects Key. List the key numbers and titles of the example projects in the same order as they appear in Section D.

SAMPLE ENTRIES FOR SECTION E (MATRIX)

1. NAMES OF KEY PERSONNEL (From Section C, Block 1)	2. ROLE IN THIS CONTRACT (From Section D, Block 9)	3. EXAMPLE PROJECTS LISTED IN SECTION D (Fill in "Example Projects Key" section below first, before completing table. Place "X" under project key number for participation in same or similar role.)									
		a	b	c	d	e					
Jane A. Smith	Project Manager	X		X							
Joseph B. Williams	Site Manager	X	X	X	X						
Tara C. Donovan	Site Manager	X	X		X						

4. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECT	NO.	TITLE OF EXAMPLE PROJECT (FROM SECT
a	Federal Courthouse, Denver, CO	c	XYZ Corporation Headquarters, Boston, MA
b	Justin Wilson Federal Building, Baton Rouge,	d	Founder's Museum, Newport, RI

	Request for Qualifications Solicitation No. **BPM004397** Description: **General Contractor Job Order Contracting Statewide**	Arizona Department of Administration **General Services Division** 1400 W. Washington St., Ste. B200 Phoenix, AZ 85007

SECTION F

Failure to fully address all information requested may cause the SOQ to be determined non-responsive.

Response must demonstrate your comprehension of the objectives and services of this solicitation. Do not merely duplicate the description of work described in this Request for Qualifications (RFQ). The Contractor Performance Evaluation Scorecard is included in this Solicitation and the following questions are formatted based on how firms will be scored on their projects. **Firms shall provide responses directly below the numbered questions in this attachment.**

F. MANAGEMENT PLAN

1. Safety and Compliance:

- Please describe methods for complying with contract safety requirements including details from your firm's site safety program, program guidelines to address subcontractor safety, and MSDS (material safety data sheets) program.

  Safety is top priority on all SJA projects. Prior to commencement of construction activities, SJA will review the project-specific safety plan and procedures with all personnel during our safety orientation meeting. This step ensures that all personnel working onsite are familiar with safety protocols and understand expectations.

  During construction, Project Managers and Superintendents will be responsible for day-to-day jobsite safety management. Superintendents will conduct regular safety audits and ensure safety regulation compliance measures are instilled. In addition to daily observations, Superintendents will conduct safety-specific jobsite meetings with subcontractors and will require subcontractors to hold weekly safety meetings. Superintendents will also maintain proper safety report logs, collect all MSDS data sheets from subcontractors as part of their submittal package, and maintain a full binder of MSDS information at each jobsite. Project Managers and Superintendents are required to maintain current safety certifications and stay up-to-date with all safety regulations. As new materials are introduced and safety regulations change in the marketplace, we utilize the services of manufacturer trainings and seminars to remain current.

- How often is your firm's safety plan updated?

  SJA's Safety Plan is updated yearly at a minimum but will be updated as necessary to comply with safety requirements of the State Contract and OSHA regulations.

- Has your firm had a formal safety deficiency on past or current project? If so, how was this addressed to the satisfaction of the client?

  SJA has not had any safety deficiencies in the last five years.

2. Quality – Compliance With Contract Documents:

Please describe your firm's methods for quality assurance in complying with contract documents (submittals, plans, specifications, etc.).

SJA is confident in our ability to provide Quality Assurance throughout the entire project. Our management style is built around utilizing the entire team. During the Pre-Construction phase, the Project Manager will review the project processes and specifications, as well as identify materials/finishes that need to be submitted. Once those submittal items are identified, the Project Manager will utilize a Material and Finish (MF) form to review submittals for compliance with contract documents and submit to the design team and Owner for approval. To ensure compliance, materials and equipment must be approved prior to the release of fabrication or procurement.

- Describe your firm's process for ensuring materials and finishes are correct and in accordance with the contract.

The SJA Quality Control plan ensures materials and finishes are correct and in accordance with the contract. Prior to construction, we meet with subcontractors and suppliers to establish quality standards before the project begins and at various stages throughout. During construction, the Superintendent will review first-in-place installations to verify quality meets the standards of SJA as well as the project specifications. If the Superintendent finds the first-in-place installations satisfactory, the subcontractor may continue with the work. This process sets a benchmark for quality to be modeled after before installations progress too far. In addition, the Superintendent conducts daily job walks to ensure the quality standards are satisfied.

- Please include method or examples for addressing defective or incorrect work i.e. such as the wrong product or manufacturer installed or item was shipped to the site damaged.

In the event that defective or incorrect work occurs, we create a correction notification for the subcontractor and work with them to ensure the deficiency has been corrected. If the wrong materials were sent to the jobsite or if an item was damaged, SJA will contact the subcontractor or manufacturer to provide the correct material immediately to avoid delays to the project. As a benefit to the Owner, our trade partners value their relationship with SJA and work quickly to resolve any potential issues.

SJA addressed defective material during a project that included over 40 new doors and frames, and two of the frames were incorrectly cut by the manufacturer. SJA expedited two new frames from the manufacturer. After installing all the correct frames and doors, we cut down the incorrect door frames and temporarily installed them with two temporary doors to allow the end-user to continue to work. When the correct frames came in, we installed them with the correct doors after-hours to avoid disrupting the work of the end-users.

3. Organization – Work Plan and Management:
Please described your firm's method for creating and updating the project schedule from pre-construction through project completion.

SJA utilizes Microsoft Project scheduling for all projects. We develop a Master Schedule at the start of the project that will include critical dates, critical path tasks, deliverables, and responsibilities for all project team members. The Master Schedule identifies timeframes for procurement (especially noting long lead items), submittals, and construction. The project schedule becomes more detailed and is developed further as we move through design and into construction.

- Discuss what strategies your firm utilizes to keep jobs on schedule and how your firm applies or adjusts their strategies.

  A three week look-ahead schedule is created from the Master Schedule to review upcoming activities and to ensure long lead items are tracking. The overall schedule conformance is checked on a weekly basis with schedule updates entered every two weeks or as needed. SJA closely monitors the project schedule to determine if milestones are being met or if adjustments to sequencing will need to be made to keep the project on track.

- Please include your firm's method for selecting staff and supervision for JOC projects.

  Every JOC project scope is thoroughly reviewed. The information from the review is used to help us identify which team member is best suited to run the job. We also take into consideration the relationship our team member has with the Gordian Administrator and/or Owner. We strive to develop successful relationships with Gordian Managers as well as Owners and often find that team members with past success and experience on similar projects also lend well to future projects.

- Please include your firm's method for submitting and coordinating requests for information and submittals.

  When questions or concerns arise during a project, we submit an RFI to the appropriate person for answers or clarifications. When material and/or equipment is selected, our team reviews the submittal for accuracy and conformance prior to sending shop drawings and/or cut sheets to Architect/Engineer/Owner for approval.

4. Execution – Work Performance:
   - Please describe your firm's method of executing the work. Include various types of reporting that your firm uses to keep clients informed of work status.

     Our Master Schedule contains all the activities, relationships, and milestones that will allow us to drill down and create other specific schedules that we will utilize as tools throughout the project. For example, when creating the Master Schedule, every activity is assigned to the corresponding subcontractor. This allows us to create a Subcontractor Schedule that can be used to discuss activities

and durations with various subcontractors. This also helps us monitor the possibility of a subcontractor becoming overloaded. Our Superintendents take daily photos of completed work and send the progress photos to the Owner. We also utilize Procore for reporting and documentation submission, including photographs.

- Please include specific practices for maintaining the schedule, addressing subcontractor performance, compliance with site rules and Agency-specific criteria (such as working in Secure Areas), submitting information and documents such as supplemental Task Orders in a timely manner, submitting complete closeout documentation, completion of punch list and addressing warranty items (include escalation procedures for non-responsive subcontractors).

  We set our projects up to succeed from the start. We select subcontractors with sufficient manpower and available resources for each project, then, we communicate the schedule and get their buy-in for schedule commitments. Following start-up, using our Master Schedules and Subcontractor Schedules, we are able to identify leading indicators of schedule slippage. At any point during the project, we can break out other schedule types that help us keep the project on track. We have an open line of communication with all team members, allowing input and supervision at multiple levels.

  Correcting a slipping schedule early is key to providing options in corrective measures. Once we identify an issue, we work to identify the cause and the impact to the schedule. Using that information, we meet with the deficient subcontractor to evaluate all options. Some options include adding additional resources, re-allocating non-critical resources, resequencing, or finding areas in the schedule that allow multiple trades on-site. After the plan is implemented, we closely monitor the situation to ensure we are back on track.

5. Administration – Contractor Performance:
   - Please describe your firm's process for creating JOC proposals, invoicing and other related correspondence and communication that shows compliance with the JOC Manual.

     SJA will meet with the Owner and the Gordian Manager to discuss the scope and/or visit the site. Once the scope is defined and understood, SJA will use the CTC to define the units for each task and build the estimate and write a detailed scope. At the completion of the project (unless we are required to do progress billing), an invoice will be submitted based on the requirements of the purchase order.

   - Please demonstrate how your firm cooperates and collaborates with the Owner and other Team Members to the benefit of the project.

     SJA facilitates weekly Owner, Architect, and Contractor meetings to discuss project needs, schedule, coordination items, etc. SJA also communicates with Owners and Gordian Managers via telephone or email to provide real-time updates as often as requested.

- Please describe your firm's method to resolve disputes.

Our Subcontractor Selection Process is as a key starting point to recognize possible disputes before they begin. We value and develop positive relationships with the individuals assigned as project leaders by our subcontractors, especially for critical trades. We recognize a negative attitude or the refusal to be a team player will create difficulties on the project. We strive to maintain positive relationships with subcontractors we have previously worked with for future projects.

We understand that another key component to conflict resolution is to start the project on the right foot by developing clearly defined schedules, scopes, and expectations at the pre-construction stage. We strive to provide clear communication and require active participation by all trades. Our trade partners value their relationship with SJA and understand that their assistance in a successful project with us will lead to additional projects in the future.

In the unprecedented event there is a conflict with the Owner, SJA prefers to address potential conflicts head-on to rectify the issue as soon as possible through open lines of communication and honest feedback.

- Please describe how your firm handles personnel requirements as it varies in volume, both in-house and for subcontractors.

SJA has been a JOC contractor for over ten years. We understand the added demands of fiscal year-end and tight deadlines. We have developed strong relationships with our subcontractors and vendors to increase output by increasing manpower. SJA will reach out to qualified subcontractors and vendors in local areas to help facilitate completions.

- Please demonstrate that your firm accepts full responsibility for the scope and extent of the Contract.

Once we accept an invitation to meet with the Owner and Gordian Manager for a new project, we fully understand the absolute necessity to be accurate and clear in our understanding of the project scope. SJA realizes the necessity to clearly identify all scopes of work for a project and receive Owner verification to eliminate any future confusion. We understand we are responsible for everything we submit as well as the extent of the project until completion.

- Please also demonstrate ability to work with Architect and/or Engineer to avoid conflicts and coordinate the work.

One advantage to partnering with SJA is that our team includes an in-house Architect. This allows us the ability to work effectively with outside Architects and Engineers. We set expectations at the start of all projects requiring their services and communicate continuously with them throughout the project to help with potential conflicts.

6. Based on your firm's understanding of Job Order Contracting, discuss how your firm will approach job order work and changes in job order work, whether initiated by the Owner or by your firm, differently from or similarly to other types of projects such as invitation to bid, tenant improvements or construction manager at risk.

   The JOC program uses standardized pricing for construction activities. The standardized pricing is contained in the CTC, Construction Task Catalog. SJA will approach new job orders by meeting with the Owner and the Gordian Manager to discuss the scope and/or visit the site. Once the scope is defined and understood, SJA will use the CTC to define the units for each task and build the estimate. We will also write a detailed scope. The estimate is then exported to the Gordian PM who reviews it for accuracy. If questions arise, the estimate is returned to SJA to clarify information or change task items if another task is more appropriate.

   Once the estimate is deemed correct, the Gordian Manager forwards the estimate to the Owner for their review and approval. We believe the JOC process is more streamlined and efficient than conventional delivery methods. The JOC process helps clients save time because they do not have to solicit multiple bids, and pricing is standardized. The JOC process utilizes the Gordian Managers which will help the Owner control scope and they have another set of eyes to review the estimate for accuracy.

   Once a purchase order is issued, we ensure the project is handled professionally, with quality-oriented personnel at all levels. In the event a change may be required, whether requested by the Owner or necessary because of field conditions, we will discuss the situation with the Owner and our Gordian Manager. If the change is indeed necessary, a Supplemental Work Order is created by the Gordian Manager. We will enter the correct units for each new task using the CTC. The supplemental work order is scoped and exported to our Gordian Manager. The JOC process for changes is cleaner and faster than other types of construction. The JOC system removes the steps required to walk subcontractors through changes, wait for their estimates, and then prepare a cost estimate. Standardized pricing protects all parties from a cost perspective.

7. Provide your approach in offering design, engineering, maintenance and/or operations services. Describe those services and indicate if in-house staff or subcontractors have provided them.

   For design and engineering services, we use Aaron Howell, our in-house Architect. Aaron has a network of engineers and consultants that he trusts and works with regularly. We can provide everything from simple sketches clarifying the scope to a full set of Construction Documents. Based on the needs of the project, we review the scope with Aaron to determine if the project requires any design/details or if it simply requires a review and oversight. We have developed excellent relationships with many subcontractors that provide maintenance and operational services. We work with them as necessary based on the project scope.

8. Discuss your firm's method for training owners on standard and specialty equipment.

   SJA will be a resource to the owner to ensure that adequate training has been provided by either the subcontractor or a representative of the manufacturer. Typically, SJA will schedule any trainings on equipment desired by the owner at the turnover of a project.

Request for Qualifications

Solicitation No.

BPM004397

Description:

General Contractor Job Order Contracting Statewide

Arizona Department of Administration

General Services Division

1400 W. Washington St., Ste. B200

Phoenix, AZ 85007

Section G. Submitters shall answer the following questions.

G. SUBCONTRACTOR SELECTION PLAN

(Submitters shall submit a proposed subcontractor selection plan that selects subcontractors based on qualifications alone or on a combination of qualifications and price and does not select subcontractors based on price alone.)

1. Provide your subcontractor selection plan including the qualification-based selection criteria your firm plans on implementing for this contract. (Note: Subcontractor selection plans may be based on qualifications alone or on a combination of qualifications and price, but shall not be based upon price alone).

   SJA has established valuable working relationships with local subcontractors over the past 30 years. We solicit several bids from each trade to ensure competitive pricing and to verify adequate coverage for each scope. Once bids are received, SJA analyzes each one to confirm that nothing is missing and/or doubled up from the scope of work.

   Manpower to fit the project schedule, pricing, qualifications, safety record, relationships, and overall fit for the project are all analyzed during the selection process. Unlike other contractors, SJA will never award a subcontractor based on price alone. SJA utilizes a detailed prequalification selection process that not only benefits SJA, but the client as well. We want to be as confident as possible that the subcontractors selected will be an asset to the project and be able to perform both physically and financially.



2. Describe your firm's current data base of subcontractors - include documents pertaining to the overall management plan, how it is kept up to date for criteria such as performance, safety, quality and other factors like customer service. The documents should include evidence of the plan's purpose, scope, general requirements, procedures to pre-qualify subcontractors, evaluations for safety, and final rating for acceptance into your firm's database of subcontractors.

   With the dedication of our administrative staff, SJA maintains an up-to-date subcontractor database including each subcontractor's reviewed and approved qualification statements, job safety qualifications, licensing documentation, and insurance and bonding documentation (reference prequalification screening highlights above). Safety evaluations are based on company EMR (experience modification rate), incident rates, etc. In addition, subcontractor performance is reviewed upon project completion by the project.

3. Describe your firm's process for recruiting and accepting new subcontractors, particularly in the local communities where work will be performed. Include documents such as a new subcontractor information or pre-qualification form.

   SJA welcomes the opportunity to work with new subcontractors as long as they are qualified and are the right fit for the project. SJA continues to cultivate new subcontractor relationships by referrals, networking, and other resources like the construction blue book database. When teaming with a new subcontractor, SJA requires a meeting be held to convey expectations and procedures.

4. Describe your firm's process for addressing issues with subcontractor's such as lack of manpower, falling behind in the schedule, lack of planning, and/or financial problems. Please use specific examples not general statements.

   SJA's primary method for preventing issues with subcontractors is establishing expectations early on, prior to the project commencing. We discuss manpower, schedule durations, coordination with other trades, and payment/billing terms. By clearly communicating expectations to our subcontractors and obtaining their commitment, disputes are greatly reduced and the team is on the same page. In the event a subcontractor is behind on schedule or lacking in performance, a 48-hour notice will be issued, requiring a corrective action plan be implemented. If there is no improvement, that subcontractor's work will be supplemented at the original subcontractor's expense.

   SJA also monitors subcontract billings to ensure they are paid timely for all work performed to date, without paying ahead. We track preliminary notice filings and require lien releases from subcontractors as well as suppliers to ensure all parties are paid. SJA may also choose to joint-check a subcontractor if necessary.

5. Describe your firm's process for educating subcontractors to the State's Job Order Contracting process and ensuring/enforcing the guidelines and rules for projects. Describe your site's communication process with their team of subcontractors to address general

safety, project rules, daily check-in's, updating the schedule, document changes, questions for the Owner and/or Architect.

SJA's core subcontractors have been working on the State JOC and understand the processes and guidelines required. Daily communication with subcontractors ensures they are following procedures, project, and safety requirements. A main point of contact is assigned to each project who manages communication with subcontractors, owners, and architects. SJA holds safety orientation meetings with all subcontractors outlining SJA's safety protocol as well as industry standards prior to the start of work. Daily productivity tracking, trade coordination, and subcontractor buy-in (committing to durations and manpower) allows SJA to maintain the project schedule.

SJA manages changes in contract documents via RFIs and submittals and maintains a project RFI log that is distributed to all subcontractors on a continual basis. Document changes are updated electronically on digital plans. SJA verifies material and products are in compliance with project specifications through the use of submittals, which are also provided to owner/architect for review.

6. Describe your firm's ability to maintain coordinated subcontractor efforts when a project does not contractually require 100% supervision. How does your firm's up-front selection plan affect this aspect of the project?

While SJA strives to maintain a presence at all projects, when 100% supervision is not possible, we maintain coordinated subcontractor efforts by utilizing the following methods:

- Prior JOC-experienced Subcontractors – They have worked on previous State JOC and are familiar with State requirements, site access and egress, and have also been cleared to work in State buildings.
- Daily Communication – Constant communication is critical to the success of any project, especially one not 100%-supervised. SJA's team receives regular updates from subcontractors throughout the day and is made aware of any unexpected situations immediately.
- Quality – Our subcontractors understand quality expectations, so they successfully complete the work the first time, without us having to be present at all times.
- Safety Requirements – Subcontractors selected by SJA value safety and adhere to safety requirements to avoid putting themselves or others at risk.
- Relationships - Strong foundational relationships provide mutual confidence between SJA and subcontractors that each party will fulfill their obligations resulting in a positive project experience.

	Request for Qualifications Solicitation No. **BPM004397** Description: **General Contractor Job Order Contracting Statewide**	Arizona Department of Administration **General Services Division** 1400 W. Washington St., Ste. B200 Phoenix, AZ 85007

ATTACHMENT A:
SECTION H DISCIPLINE/REGION SELECTION

Identify where your firm will perform work if awarded a contract and for each region(s) (1 through 7, see Exhibit I Regions Map) check the appropriate box below your firm is submitting qualifications for under each region:

Region 1	☐
Region 2	☐
Region 3	☒
Region 4	☒
Region 5	☐
Region 6	☒
Region 7	☐