

Sole Source Justification for The Gordian Group, Inc.

The Gordian Group, Inc. (Gordian) is the only firm in the nation that provides the full range of products and services necessary to develop, implement and support Job Order Contracting (JOC) programs for public facility and infrastructure owners like the **County of San Mateo**. Gordian's JOC solutions are the result of 23+ years of research, development and continual improvements and are in use by more than 200 public owners throughout the U.S. and Canada.

The Gordian JOC Solution™ is a highly specialized and proprietary solution consisting of the following components:

- eGordian® web-based JOC applications configured to meet the needs of each client,
- Construction Task Catalog® customized to include the construction tasks required by each client, with task prices based on the client's local cost of labor, materials and equipment,
- Extensive implementation services and support materials to train client and construction contractor staff to properly utilize the system, and
- On-going technical maintenance and support services during the term of the contract, including 24/7 tollfree software support.

All of Gordian's products have been developed and are supported with in-house staff. All support services are performed with full-time Gordian employees. Gordian does not rely on third party vendors and other service providers. As a result, Gordian is always extremely responsive to the needs of their clients.

Although other firms may provide JOC services, they do so by piecing together products and services from third party vendors. Gordian has achieved a "sole source" provider status because JOC consulting is their only business. Their efforts are 100% dedicated to the JOC process.

Gordian's JOC Applications – A primary feature of the Gordian JOC Solution is the proprietary, web-based eGordian JOC information management system. eGordian JOC applications have the functionality to completely manage the JOC process, from the contractor's preparation of a Price Proposal, to the owner's review of the Price Proposal, to issuing the Job Order, to tracking M/WBE participation. eGordian was developed solely for JOC. Unlike the off-the-shelf estimating software provided by other firms, eGordian does not require any modifications to administer a JOC program.

eGordian is very flexible. It can be configured to meet the data collection and reporting requirements of each client. For example, clients can select which modules they would like to use, set security levels applicable to their organization, rename fields to correspond to their standard terminology, and request reports and forms that match their standards, etc.

Construction Task Catalog – The software is the Construction Task Catalog that Gordian provides to their clients. The Construction Task Catalog is the only unit price book available that is developed and maintained specifically for JOC users. The Construction Task Catalog is customized for each client from Gordian's Construction Cost Database of more than 260,000 construction and maintenance related tasks. In addition to the Construction Task Catalog, Gordian also prepares Technical Specifications for each client, which describes the work the JOC contractor is obligated to perform and the quality of workmanship and materials required for each construction task. Gordian prices each Construction Task Catalog by obtaining the labor, material and equipment costs applicable to each client's "local" area. This ensures that the most accurate prices are included in the Construction Task Catalog, which results in the client receiving the most competitive bids possible from the construction contractors.

Other firms use pre-published estimating guides as the unit price book. Estimating guides are excellent for generating "estimates" but are inferior to Gordian's client specific Construction Task Catalog in several ways. Estimating guides typically have limited tasks, have few if any demolition costs that are common with renovation work, express "maximum" and "average" prices for a range of products instead of specific products with exact prices, and lack quantity discounts. Estimating guides are too generalized and can be manipulated by the contractors. Such errors are most common in quoting "General Conditions" items for things like bonding, site fencing, project site clean-up, etc. Further risk exists when using an estimating

guide because contractors often quote “maximum” quality materials but supply “average” quality materials.

Loose, general or incomplete task descriptions, inaccurate pricing, and missing tasks, typically found in estimating guides, all put a strain on the relationship with the contractor as the parties basically negotiate through tough pricing issues. Gordian's clear, comprehensive and very specific Construction Task Catalog, however, allows the parties to establish firm, fixed prices for Job Orders. With Gordian, the focus shifts to getting the work done instead of having to negotiate the line items for each and every Job Order. That is how JOC is supposed to work. Several of Gordian's clients that previously used an RS Means estimating guide for their JOC program have stated that they have saved 20-50% with Gordian's Construction Task Catalog.

Gordian Selected as the Sole Responsive Responsible Respondent – Many public facility and infrastructure owners procure JOC products and services through a competitive process. In most instances where the owner issued a Request for Proposal for full-service JOC products and services, Gordian was the only respondent. On the rare occasion when another firm submitted a proposal, Gordian was selected as the successful respondent 100% of the time, further validating that they are the only firm providing the full range of JOC services.

For example, in May 2002, The United States Postal Service (USPS) awarded a “sole source” contract to Gordian to provide services to develop and implement a JOC program. In their “sole source” justification document, the USPS stated that Gordian was identified as the only company with nationwide capabilities and a pricing schedule specifically designed to support repair and alteration for IQC Contracts (USPS uses the acronym IQC instead of JOC). In March 2004, the USPS issued a Request for Information seeking firms that could provide IQC (JOC) services. Three responses were received, including one from Gordian. The recommendation by the USPS, based on their review of the responses received, was: “The Gordian Group is the only firm that provides any experience or understanding of an IQC (JOC) program and who could support totally all of the requirements of the USPS IQC program.” As a result of this recommendation, the USPS awarded Gordian a nationwide contract to provide JOC products and services. A copy of the USPS Request for Approval of a Noncompetitive Purchase is attached for your review.

In another example, the City of Miami, FL (“Miami”) approved a sole source contract with Gordian in February 2013. Miami justified the sole source because Gordian was the only respondent to a previous Request for Proposal (RFP) issued by the City and County of San Francisco Airport Commission for identical services, and other agencies verified that Gordian was the only responsive and responsible respondent to their RFP's. Also, since the time Miami awarded their sole source contract to Gordian, numerous other public agencies and departments have procured Gordian's services through a sole source procurement as shown below.

Gordian has been awarded numerous contracts on a sole source basis or as the only responsive and responsible respondent in a competitive procurement. A list of contracts awarded to Gordian during the past few years on a sole source basis or as the sole responsive responsible respondent is presented on the next page.

Based on our research, we believe awarding a sole source contract to The Gordian Group is justified because no other firm exists that has the qualifications and experience to provide the products and services necessary to implement and support a successful JOC program for the **County of San Mateo**. Further, since The Gordian Group is the current provider of the County's JOC program, a sole source contract would enable the **County of San Mateo** to continue its JOC program and utilize its existing JOC contracts without interruption.

<u>Agency Name</u>	<u>RFP Date</u>	<u>Contract Date</u>
Housing Authority of the City of Baltimore	02-28-11	01-01-12
City of Philadelphia	02-28-11	01-01-12
NYC Housing Authority-Technical Services	xxxxx	01-14-11
Stanford University	Sole source	01-18-12
NYC Housing Authority-Capital Programs	Solesource	01-30-12
Keystone Purchasing Network, PA	10-03-11	02-15-12
Los Angeles County CDC	08-11-10	04-03-12
NYC School Construction Authority	Sole source	04-20-12
Ventura County PWA	Sole source	04-24-12
Cook County, IL	12-05-11	05-14-12
University of North Texas	Sole source	06-05-12
University of Illinois, Urbana-Champaign	12-05-11	07-01-12
Pinellas County, FL	Sole source	07-06-12
San Francisco Airport Commission	04-30-12	08-07-12
NYS Office of General Services	02-01-12	08-09-12
Texas Tech University	Sole source	08-23-12
San Diego County, CA	Sole source	11-01-12
Loudoun County, VA	Sole source	11-05-12
NYC Dept. of Design & Construction	02-05-12	11-08-12
Sonoma County DGS, CA	10-12-12	01-29-13
Tarrant County College	Sole source	02-18-13
City of Miami	Sole source	02-28-13
Kern County, CA	Sole source	03-14-13
Monterey County Public Works	Sole source	04-09-13
City of Kirkland	Sole source	04-30-13
Jackson Health Systems	Sole source	08-26-13
Community & Economic Development Association of Cook County	Sole source	10-01-13
Clovis Municipal School District	Sole source	10-04-13
WorkSafeBC	Sole source	11-01-13
El Dorado County, CA	Sole source	11-05-13
Lake County, IL	Sole source	12-27-13
San Diego Assoc. of Governments	Sole source	01-01-14
Georgetown University	Sole source	04-30-14
County of Fresno	Sole source	05-20-14
San Mateo County	Sole source	06-05-14

<u>Port of Everett</u>	<u>Sole source</u>	<u>07-01-14</u>
<u>Columbia University</u>	<u>Sole source</u>	<u>07-08-14</u>
<u>City of Everett</u>	<u>Sole source</u>	<u>07-21-14</u>
<u>Port of Portland</u>	<u>Sole source</u>	<u>09-08-14</u>
<u>County of San Joaquin</u>	<u>Sole source</u>	<u>09-10-14</u>
<u>Sacramento County</u>	<u>11-21-14</u>	<u>02-02-15</u>
<u>Merced County, CA</u>	<u>Sole source</u>	<u>08-08-15</u>
<u>Pinellas County, FL</u>	<u>Sole source</u>	<u>07-13-15</u>
<u>Contra Costa County, CA</u>	<u>Sole source</u>	<u>07-28-15</u>
<u>Novation</u>	<u>Sole source</u>	<u>09-01-15</u>
<u>Santa Barbara</u>	<u>Sole source</u>	<u>09-22-15</u>
<u>East Bay Regional Park District</u>	<u>Sole source</u>	<u>11-03-15</u>
<u>Regional Municipality of Niagara</u>	<u>Sole source</u>	<u>12-04-15</u>
<u>Lake County, IL</u>	<u>Sole source</u>	<u>01-14-16</u>
<u>City of Auburn, WA</u>	<u>Sole source</u>	<u>02-17-16</u>
<u>University of Pittsburgh</u>	<u>Sole Source</u>	<u>04-21-16</u>
<u>New York City Health & Hospitals Corporation</u>	<u>07-18-16</u>	<u>10-30-16</u>
<u>City of Long Beach</u>	<u>Sole source</u>	<u>11-30-16</u>
<u>California State University</u>	<u>08-03-16</u>	<u>01-20-17</u>
<u>King County Parks & Recreation</u>	<u>08-25-16</u>	<u>02-23-17</u>
<u>Cooperative Educational Services</u>	<u>03-05-17</u>	<u>05-02-17</u>
<u>Chicago Transit Authority</u>	<u>Sole source</u>	<u>05-23-17</u>