
Ministry Directed Maintenance Contracts

Presentation to ORBA

October 4, 2018

Outline

- Background
- Introduction
- Contract Layout
- Scope of Work and RFP
 - Proposal Template
- Details of each MSP
 - Quality Management Plan
- Remaining Schedules

Background

- ORBA Roundtable Meeting in June 2016. Resulted in Report on Highway Maintenance Contracts
 - Sustainable and competitive industry with potential to use different models
 - True partnership
 - Contractors carry risk they can manage
 - Performance or prescriptive measurement
- Ministry Steering Committee
 - Two models identified – CDMC and MDMC
- Met with industry in October 2017 and February 2017 (after review of CDMC documents)
- MDMC documents supplied for review December 2017

Introduction

- Careful review of industry comments on initial draft documents resulted in revisions where appropriate
 - Clarifying constructor issue
 - Clarifying that both MTO and/or contractor staff can complete work
 - Work completed by Ministry or by 1009 Labour Crew
 - Clarifying lump sum versus item pricing and payment items in schedule D
- The administrative approach will be through a reasonable and collaborative approach, working together as a team to complete the work.

General Contract Layout

- Numerous Documents which make up the contract
 - Front End
 - Schedule A – Maintenance Special Provisions
 - Schedule B – Inventories
 - Schedule C – Historical Data
 - Schedule D – Contract Forms
 - Schedule E – Special Provisions and Performance Requirements
 - Schedule G – General Conditions for MDMC
 - Schedule H – Ministry Owned Inventory
 - Schedule J – Route Maps

- Similar to layout of CDMC

Scope of Work

- One contractor to perform summer and winter maintenance work within the contract area
- Some selective work may be eliminated depending on the contract area size
 - Pavement Marking
 - Bridge Maintenance
 - Electrical
- Some work is Lump Sum and the contractor can determine scheduling of the work on their own, providing the timelines for completion are met
 - Grass Cutting
 - Bridge Washing

Scope of Work

- Remainder of work is completed under direction of MTO using contractors equipment and labour forces.
- Materials supplied by ministry other than LS or capital improvement items or specifically detailed in an MSP.
- Contract specific items may be included in applicable MSP's

Request For Proposal

- Similar Layout to CDMC
- Contract Term
 - Draft documents indicated 7+1, potentially decrease to 3+2 or 5+2
- Need to submit a proposal – ministry to include template
 - Winter Vehicle Strategy
 - Equipment Resources
 - Contract Management and Personnel, Labourers and Operators
 - Staff Attraction and Retention
 - Innovation and Enhancement

Proposal Template

Equipment Reliability Strategy

Provide your strategy for ensuring all equipment is in good operating condition. At a minimum, proponents shall include in their Proposal:

- Equipment maintenance strategy prior to and during the both the Winter Season and Winter Transition Periods including preventative maintenance, how equipment breakdowns shall be minimized and how breakdowns shall be responded to.
- How the equipment will be calibrated and how and when calibration will be monitored and adjusted as necessary throughout the Winter Season and Winter Transition Periods.
- Equipment reliability strategy relative to maximum age of equipment and/or maximum service hours and the associated equipment replacement plan.

Proposal Template

Equipment Resources

- Provide a list of Equipment currently owned or readily available to the proponent to perform Provincial Highway Maintenance Work as identified in the Contract Documents, or as a Change in the Work. Include the type, make, model and year. Please identify which equipment is currently owned or leased.

Proposal Template

Contract Management and Personnel, Labourers and Operators

- Provide a quality management summary that demonstrates understanding, commitment and ability to manage the requirements of the Contract Documents. The summary shall provide in detail the following:
 - The proponent's corporate quality policy statement;
 - An organizational chart showing the management structure and reporting relationship for the key personnel responsible for the day to day management and performance of the Contract. As a minimum, include the following (or equivalent) positions:
 - a) The individual responsible for quality management;
 - b) The individual responsible for fleet management;
 - c) The Contract Manager; and
 - d) Qualified Foreperson(s)

Proposal Template

Contract Management and Personnel, Labourers and Operators cont.

- Provide the proposed strategy for having sufficient labourers and operators to provide all services, outlined in the Contract Documents. At a minimum include:
 - Identify the strategy for ensuring qualified persons are available and the process to dispatch staff to respond to year round work requirements, emergencies/callouts and Winter Events as they occur; and
 - Identify the strategy for ensuring all field operations staff have appropriate training, certifications and/or licenses as applicable.

Proposal Template

Staff Attraction and Retention

- Provide a description of your strategy for staff resources including the following:
 - How you plan to attract and retain qualified field operations personnel (Qualified Foreperson, Qualified Person-Structural, labourers, operators) including any strategies for optimizing use of field operations personnel to maximize year round employment opportunities;
 - Strategies for sharing/transferring of knowledge and experience for development of personnel.

Proposal Template

Innovation and Enhancement

- Provide a detailed description of any deliverables the proponent will provide that will result in innovative or enhanced services additional to the RFP requirements and which are included in their Provincial Highway Maintenance Price.

Proposal Evaluation and Award

- Proposals to be Evaluated and will need to meet a minimum score.
 - Do we proceed with a Best Value Award
 - Upon what do we base the value?
 - evaluated bid – bid price/score/100
 - Minimum score met – lowest price wins
 - Proposal factor – evaluated bid = percentage of proposal score multiplied by the bid price added to the bid price

Request for Proposal

■ Definitions

- **Hand Tools** means tools that are commonly called tools or implements of the trade and include small power tools. Individually, a tool shall be considered as a Hand Tool where the maximum cost is \$400.
- **Notification** means the initiation of contact from the Contract Administrator to the Contractor. The Contractor shall provide a designated telephone number where they can be reached twenty-four hours a day, seven days a week. Notification shall be deemed to have taken place when the Contract Administrator calls the designated phone number the first time, whether the Contractor answers the telephone call or not.

MSP 1000 Contract Management

- Contract Management
 - Contractor is responsible to manage their lump sum work and applicable capital improvements
 - Need to submit a plan, template is provided

Quality Management Plan Template

- State a quality policy statement for the Contract that shall convey the quality objectives of the Contractor?
- Who will be responsible for ensuring all Work is completed in adherence to the Quality Management Plan?
- How will quality control procedures be communicated to all staff and subcontractors involved in the Contract?

Quality Management Plan Template

- What procedures will be implemented and maintained to ensure the following:
 - Contract documents and reports are submitted on the dates identified
 - Equipment will be maintained in a safe operating condition
 - Staff are trained and capable to complete the work

- How will corrective actions be implemented (including the process and timeframes) and communicated, when required.

Quality Management Plan Template

- When non-compliances and quality management concerns are identified by the Contract Administrator, what procedures will be used to ensure the non-compliance isn't repeated, and the concerns are addressed?
- Identify any detailed procedures that will be implemented and maintained to ensure all Contract activities and services provided by suppliers and Subcontractors for this Contract are according to the Contract Documents. Include any checks completed by the Contractor, and follow-up actions that will be taken.

MSP 1000 Contract Management

■ Environmental

- Contractor is responsible for environmental compliance for all lump sum work and applicable capital improvements
- Need to follow legislation and Ministry directives

■ Safety Management

- Contractor is responsible for safety of their workers
- Contractor is responsible for traffic control for all lump sum work and applicable capital improvements
- Need to submit a plan

■ Information Management

- Completion and submission of forms including MDWR
- Provide input to completion of forms
- Supply AMDCS

MSP 1007 Traffic Management

- When Lump Sum work is completed, the Contractor shall develop the traffic management plans
- When Labour Crew is working independently with Foreman, the Contractor shall develop the traffic management plans
- Payment for additional crash or sign trucks variable depending on anticipated frequency of use.
 - Monthly standby rate plus a MTO set hourly rate each time it is used for low use areas
 - Hourly rate only in high use areas

MSP 1007 Traffic Management

- Contract Specific for Incident Response with Freeway Incident Response Unit
 - The locations, availability and required equipment will be specified.
 - Additional crash or sign trucks will be paid under the same item as for traffic control
- Ministry will be responsible for Incident Response in most circumstances.

MSP 1009 Labour Crew

- Maintenance Daily Work Reports to be submitted biweekly
- Qualified Foreperson needs experience and training
- Fully Active Period
 - Utilize daily unless provided with 24 hours notice
- Partially Active Period
 - Utilized as required with 72 hours notice
- The numbers and locations of qualified foreperson and labourers will be identified
- There will be benchmark hours for the foreperson and labourers and additional payment at unit price if exceeded

MSP 2001 Roadway Maintenance

- Disposal of Sweepings from spring cleanup and Change in Work sweeping will be the responsibility of the Contractor
- Cost associated with the disposal of other Debris from the road and roadside will be the responsibility of the Ministry
- Additional gravel required for shoulder or roadway grading will be supplied by the Ministry

MSP 2002 Winter Maintenance

- Bid Price for Winter Equipment is day bid with benchmark hours, and includes risk mitigation for +/- hours
- Bid Price for Loaders is weekly, and when used outside patrol yard will be paid an additional \$75/hr.
- Contract provides greater clarity for use of Operators and standby
- Sand Camps will be a contract specific if required and could be ministry or contractor supplied/owned
- Winter Vehicle ages will be contract specific and vary depending on benchmark hours and contract duration

MSP 2002 Winter Maintenance

- Winter Material Supply
 - Salt to be supplied by the Ministry
 - Sand to be acquired and stockpiled by the Ministry
 - Pre-wet liquids will be supplied by the Ministry in our own tanks at the patrol yards
 - DLA liquids to be supplied by the Ministry
 - DLA may be applied by the Contractor if equipment is specified in the equipment list

- All material supplies will be managed and monitored by the Ministry

MSP 2003 Pavement Marking

- May not be in all contracts
- If included, will be managed by the Contractor with support and input from the ministry
- All lines to be painted annually
- Markings will likely be on a schedule, and paid as per symbol and material.

MSP 3001 Bridge Maintenance

- May not be in all contracts
- Bridge Cleaning and Washing will be lump sum for all bridges washed annually
- Any further work to be completed by Qualified Bridge Person and additional labourers as per MSP 1009 Labour Crew
- Qualified Bridge Person is defined and will be detailed in Schedule D as an hourly bid item.

MSP 4001 Roadside Maintenance

- Clearly details what work will be completed by the ministry and/or labour crew versus the items specifically bid by the contractor.
- Items bid by the contractor shall include all costs for labour, equipment, materials and any traffic control or disposal costs to complete the work, unless otherwise indicated in Basis for Payment.
- Items in this MSP could be either a lump sum or unit price.

MSP 5001 Electrical Maintenance

- May not be in all contracts
- Will include minor and major maintenance as well as response to Critical Failures and Cable Locates.
- All work under this MSP will be Lump Sum

MSP 6001 Facilities Maintenance

- Details are provided to complete work required at park/picnic areas and is a lump sum bid item.
- Provides information on contractor responsibilities in patrol yards and storage facilities
- Any additional work would be included under contract specifics in Appendix A.

MSP 6005 Commercial Vehicle Inspection Facilities

- Provides details for levels of service and contractor responsibilities for the CVIF under lump sum pricing.
- Any additional work would be included in Appendix A.

Schedule B Inventories

- Included in a similar format as a CDMC contract.
- Note that the inventory is laid out according to the MSP

Schedule C Historical Data

- Although not warranted and provided as information only, as much detailed historical information as can be determined is provided.
- Only that information as required for bidding purposes is included.

Schedule D Contract Forms

- Ministry is currently drafting these documents to clearly detail the contract pricing requirements, and how these forms will be completed.
- Winter Equipment Bid sheets will be similar to CDMC sheets
- Unit bid items will have anticipated quantities, but will be paid on actual quantities completed.

Schedule E Special Provisions and Performance Requirements

- Will continue to include the common items such as fuel price adjustments, lane closure guidelines and any applicable special provisions or non-standard special provisions
- Remaining content will vary depending on the work to be included in the contract an inclusion of Capital Improvement Work

Schedule G General Conditions for MDMC

- Similar to 2010 General Conditions for Construction and the Maintenance General Conditions 2017
- Revisions necessary to reflect payment differences, and other minor changes including responsibilities.
- The Payment portion will be contract specific and will be adjusted through a NSSP for each contract
 - Winter Equipment to be paid during winter months (Oct – Mar)
 - Summer only items to be paid during summer months
 - Some items may be split between both with higher payments in months with higher costs

Schedule H Ministry Owned Inventory

- Generally will include radios that will be provided to the contractor
- All other ministry owned materials and equipment will remain at the patrol yards and would not be included in this listing.

Schedule J Route Maps

- To be provided in order to assist with determining day rate bid price, but routes may change. However the equipment will always work from the same yard, unless adjusted through a change order