

Guidance for Rating Each Performance Category on Contractor Performance Evaluation

Section 1: KNOWLEDGE

Knowledge of WSSC Standards (Details/Specifications)

Outstanding	Extremely knowledgeable of WSSC standards. Contractor can verbally quote specific General Conditions and/or Specifications Sections when arguing his point or challenging WSSC Personnel when asked to perform work he believes is not included in the contract. WSSC Personnel never have to show or provide Contractor with any Standard Detail pertaining to his work. The Contractor interprets the contract requirements without any clarification from WSSC as to the contract intent. Always has the General Conditions and Standard Specifications book and the Standard Detail book on job site.
Above Average	Knowledgeable of WSSC standards. The Contractor can physically find specific General Conditions and/or Specifications Sections when arguing his point or challenging WSSC Personnel when asked to perform work he believes is not included in the contract. WSSC Personnel never have to show or provide Contractor with any Standard Detail pertaining to his work. The Contractor interprets the contract requirements with minor clarifications provided by WSSC as to the contract intent. Always has the General Conditions and Standard Specifications book and the Standard Detail book on job site.
Satisfactory	General knowledge and understanding of most WSSC standards. Contractor's knowledge is limited to the main General Conditions and Standard Specifications Sections (Articles 2 & 13, Sections 02510 & 02530). The Contractor has to occasionally be shown where to find a specific Standard Detail. The Contractor interprets the contract requirements with clarifications provided by WSSC as to the contract intent. Contractor has the General Conditions and Standard Specifications book and the Standard Detail book on site a majority of the time.
Marginal	Very little knowledge of WSSC standards. The Contractor is not familiar with any of the General Conditions and is only familiar with the main Standard Specifications Sections (02510 & 02530). The Contractor is only familiar with the main Standard Details (Water, Sewer and Blocking). Contractor rarely had the General Conditions and Standard Specifications book and the Standard Detail book on site.
Unsatisfactory	Demonstrates lack of knowledge regarding WSSC standards. The Contractor consistently relied on knowledge of another jurisdiction's standards and specifications. Did not know the difference between the contractual and working sections of our General Conditions and Standard Specifications. The Contractor had to be consistently reminded to refer to specific Standard Details when performing said work. The Contractor fails to

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interpret the contract requirements and does not seek any clarification from WSSC as to the contract intent. Contractor never had the General Conditions and Standard Specifications book and the Standard Detail book on site.

N / A Does not apply to this project

Knowledge of Work Performed

Outstanding Extremely knowledgeable and well informed about the work to the finest detail. A Contractor you would consider a subject matter expert. If the WSSC was rewriting their Specifications pertaining to this particular type of work, this would be one of the Contractors that would be asked to review them for accuracy.

Above Average Knowledgeable and familiar with all aspects of the work assignment. The Contractor performed the work with little or no guidance from WSSC staff.

Satisfactory General knowledge and understanding of work assignment. The Contractor performed the work with the occasional guidance from WSSC staff.

Marginal Some knowledge and understanding of work assignment. The Contractor performed the work with consistent guidance from WSSC staff.

Unsatisfactory Lack of knowledge and inability to adequately perform work. The Contractor needed daily instruction from WSSC staff in order to perform said work.

N / A Does not apply to this project

Section 2: QUALITY

Quality of Contractor's Work

Outstanding The Contractor's product quality is exceptional in every detail, 100% of the site. There are no punch lists at the end of the job and no directives were issued during construction to correct any of the work. The site is restored to a near perfect condition and no complaints from the public were received relative to quality, final clean up or level of service. The Contractor proceeded with construction cleanup as construction progressed 100% of the time.

Above Average The Contractor's product Quality is good in most details, over 90% of the site. There are minor punch list items at the end of the job, 5 or less for every 10 lines of sewer installed and/or for every 1000 feet of water pipe installed. No directives were issued during construction to correct any of the work. The site is restored to a good condition and no complaints from the public were received relative to quality, final clean up or level of service. The Contractor

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	proceeded with construction cleanup as construction progressed 90% of the time.
Satisfactory	The Contractor's product Quality is good in most details, over 80% of the site. There are minor punch list items at the end of the job, 10 or less for every 10 lines of sewer installed and/or for every 1000 feet of water pipe installed. No more than 2 directives were issued during construction to correct the work. The site is restored to an acceptable condition, close to what existed prior to work and no complaints from the public were received relative to quality, final clean up or level of service. The Contractor proceeded with construction cleanup as construction progressed 80% of the time.
Marginal	The Contractor's product Quality is poor in more than 30% of the site. There are extensive punch lists at the end of the job, more than 10 for every 10 lines of sewer installed and/or for every 1000 feet of water pipe installed. More than 3 directives were issued during construction to correct the work. The site is restored improperly and/or several complaints from the public were received relative to quality, final clean up or level of service. The Contractor proceeded with construction cleanup as construction progressed less than 70% of the time.
Unsatisfactory	The Contractor's product Quality is poor in more than 40% of the site. I. There are extensive punch lists at the end of the job, more than 10 for every 10 lines of sewer installed and/or for every 1000 feet of water pipe installed. More than 5 directives were issued during construction to correct the work. The site is restored improperly and/or several complaints from the public were received relative to quality, final clean up or level of service. The Contractor proceeded with construction cleanup as construction progressed less than 60% of the time.
N / A	Does not apply to this project

Quality of Contractor's Required Documentation

Outstanding	Strict conformance to contract plans and specs, minor problems caused by varying interpretations of plans and specs. The Contractor never had omissions in their submittals or monthly estimates. The submitted schedule was realistic and accurate.
Above Average	A few small problems, differences of opinions on specs but usually resulting in quick and equitable solutions. The Contractor never had omissions in their submittals. An occasional accounting error in their monthly estimates. The submitted schedule was realistic and accurate.
Satisfactory	Varying degree of problems, usually resulting in timely resolutions. The Contractor occasionally had omissions in their submittals and accounting errors in their monthly estimates. The submitted schedule was realistic and accurate.
Marginal	Varying degrees of problems, eventually resolved. The Contractor consistently had omissions in their submittals and

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

accounting errors in their monthly estimates. The submitted schedule was too aggressive for their skill level and had to be revised and resubmitted.

Unsatisfactory Varying degree of nonconformance resulting in possible delays or claims. The Contractor was mostly unfamiliar with our submittal requirements and were generally incomplete.

N / A Does not apply to this project

Quality of Subcontractor's Work

Outstanding Workmanship was superior and exceeded contract requirements

Above Average Minimal problems, the majority of workmanship was Above Average

Satisfactory The majority of work was satisfactory

Marginal Some problems with quality of work

Unsatisfactory Contractor was made to do several tasks repeatedly because of substandard workmanship

N / A Does not apply to this project

Use of Specified Materials

Outstanding Materials used by Contractor exceeded specifications

Above Average Contractor always used specified materials

Satisfactory Contractor usually furnished specified materials, promptly replaced unspecified materials.

Marginal Contractor was found on several occasions using unacceptable materials

Unsatisfactory Contractor constantly furnished unacceptable materials, intentionally

N / A Does not apply to this project

Quality of Testing

Outstanding Contractor always prepared, all preparatory work including pre test is done prior to notifying Inspector, efficient with time, provides proper advanced notice of test schedule

Above Average Contractor prepared to test, sufficient notification provided

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Satisfactory	Contractor is usually prepared, no equipment problems, proper procedures used, advance notice normally provided
Marginal	Does not notify Inspector in advance of testing, some equipment problems, excessive amount of time needed to test. Most preparation work was not completed prior to Inspector's arrival.
Unsatisfactory	Contractor is not ready to test when inspector is asked to arrive, equipment problems, multiple attempts, does not provide sufficient notification
N / A	Does not apply to this project

Project Cleanliness

Outstanding	Project was kept very clean and free of trash and debris without prompting by WSSC personnel
Above Average	Most trash, debris cleaned up on a daily basis
Satisfactory	Contractor periodically cleans up job site with minimal directives
Marginal	Job site often in unacceptable condition with constant prompting from WSSC personnel.
Unsatisfactory	Non-responsive to repeated directives to clean up job site
N / A	Does not apply to this project

Limits of Operation

Outstanding	Always works within limits of operation as specified in contract; no problems
Above Average	Normally works within limits of operation as specified; infrequent, unavoidable occurrence when contractor goes beyond specified limits due to misunderstanding
Satisfactory	Usually works within limits of operation as specified; infrequent, avoidable occurrence when contractor goes beyond specified limits because of lack of prior planning
Marginal	Occasionally worked outside of specified limits. No valid reason for exceeding work limits.
Unsatisfactory	Disregards/abuses specified limits of operation
N / A	Does not apply to this project

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Section 3: COMPLIANCE WITH REQUIREMENTS

Compliance with Contract Documents

Outstanding	Strict adherence to contract documents especially specs and plans. All work is fully compliant with contract documents.
Above Average	Adherence to contract documents with few, minor deviations.
Satisfactory	Some deviations but essentially able to comply. Minor, non-structural repairs (punch list) may be required in order to bring the project into compliance with contract documents.
Marginal	Problems with compliance but conflicts eventually resolved. Structural repairs and/or extensive punch list items may be required in order to bring the project into compliance with contract documents.
Unsatisfactory	Work frequently does not adhere to the contract resulting in delays and/or claims.
N / A	Does not apply to this project

Environmental Requirements

Outstanding	Fully understands and complies with requirements; no problems
Above Average	Complies with all regulations; minimal problems, if any
Satisfactory	In general, complies with environmental requirements – prompt response to field directive. Few problems
Marginal	Some problems with complying with environmental requirements; eventually responded to directives
Unsatisfactory	Lack of concern for environment – disregards and ignores contract plans and specs, not responsive to directives
N / A	Does not apply to this project

SLMBE Requirements

Outstanding	Exceeded contract compliance requirements and worked with web-based compliance tracking tool -- SymTrac. Subcontract plan entered and approved within 5 days of award notice. Subcontract invoices paid and validated within 15 days of prime payment receipt.
Above Average	Slightly exceeded the contract compliance requirements and worked with web-based compliance tracking tool -- SymTrac. Subcontract plan entered and approved within 10 days of award notice. Subcontract invoices paid and validated within 20 days of prime payment receipt.

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Satisfactory	Complied with contract compliance requirements and worked with web-based compliance tracking tool -- SymTrac. Subcontract plan entered and approved within 14 days of award notice. Subcontract invoices paid and validated within 30 days of prime payment receipt.
Marginal	Did not meet contract compliance requirements; made some attempt to work with SLMBE Office and project manager, eventually responded to directives, needed constant reminders to work with web-based compliance tracking tool -- SymTrac, and approached contract non-compliance. Subcontract plan entered and approved after 14 days of award notice. Subcontract invoices paid and validated after 30 days of prime payment receipt.
Unsatisfactory	Did not meet contract compliance requirements, lack of concern with meeting contract compliance requirements – disregarded and ignored coordination efforts of SLMBE Office and project manager, not responsive to directives, failed to use SymTrac. Sited for contract non-compliance.
N / A	Does not apply to this project

Section 4: TIMELY PERFORMANCE

Adherence to Project Schedule

Outstanding	Maintained an accelerated project schedule resulting in the early completion of the project within 75% or less of the Contract Time. The work schedule was maintained in accordance with the Commission Work Schedule as described in the WSSC Standard Specifications, section 01110, Summary of Work. The Contractor's work did not require the services of the Commission personnel for more than 8 hours a day nor on Commission Holidays or weekends unless authorized by the Engineer (Contract Manager).
Above Average	Maintained an aggressive project schedule resulting in the early completion of the project within 76% to 95% of the Contract Time. The work schedule was maintained in accordance with the Commission Work Schedule as described in the WSSC Standard Specifications, section 01110, Summary of Work. The Contractor's work did not require the services of the Commission personnel for more than 8 hours a day nor on Commission Holidays or weekends unless authorized by the Engineer (Contract Manager).
Satisfactory	Completed project within 96% to 100% of the contract time or by the date of a mutually agreed upon time extension to the contract by way of change order. The work schedule was maintained in accordance with the Commission Work Schedule as described in the WSSC Standard Specifications, section 01110, Summary of Work. The Contractor's work did not require the services of the Commission personnel for more than 8 hours a day nor on Commission Holidays or weekends unless authorized by the Engineer (Contract Manager).

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Marginal	Did not complete within contract time allotted (<15 days late), made some effort to stay on schedule. Change order was not executed and liquidated damages were assessed. The work schedule was not maintained in accordance with the Commission Work Schedule as described in the WSSC Standard Specifications, section 01110, Summary of Work and the services of the Commission personnel for more than 8 hours a day and/or on Commission Holidays and/or on weekends occurred with or without approval of the Engineer. Attach "behind schedule" letters to evaluation.
Unsatisfactory	Consistently behind schedule; project completion was significantly late (>15 days). Change order was not executed and a significant amount of liquidated damages were assessed. The work schedule was not maintained in accordance with the Commission Work Schedule as described in the WSSC Standard Specifications, section 01110, Summary of Work and the services of the Commission personnel for more than 8 hours a day and/or on Commission Holidays and/or on weekends occurred with or without approval of the Engineer. Attach "behind schedule and/or show cause letters.
N / A	Does not apply to this project
Response to Directive	
Outstanding	All directives responded to immediately and resolutions are better than contract compliant.
Above Average	All directives responded to in timely manner less than 1 hour and are contract compliant.
Satisfactory	Non-Emergency directives are responded to in a timely manner within the same day and emergency directives are responded to within 1 hour per Article 11.4 of the General Conditions. Resolution is contract compliant.
Marginal	Non-Emergency directives are responded to but action is not taken until the following day or two. Emergency work was responded to within 1-2 hours from time of notification as specified in Article 11.4 of the General Conditions and or Section 02950, part 3.6 Temporary Paving, subpart 7. The resolution required additional corrections to be contract compliant. Attach copy of field order(s), show cause letters or related correspondence to the evaluation.
Unsatisfactory	Generally non-responsive to directives. Responses, if any, were slow. Emergency work was not responded to within 1-2 hours from time of notification as specified in Article 11.4 of the General Conditions and or Section 02950, part 3.6 Temporary Paving, subpart 7. Multiple field orders were issued to the contractor for failure to respond to directives. Commission forces were utilized to correct public safety issues or work performed by the Contractor. Attach copy of field orders, show cause letters or related correspondence to evaluation.
N / A	Does not apply to this project

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Submission of Required Documentation

Outstanding	All submissions provided prior to time frames set forth in contract documents and complete; no corrections required. This includes: Estimates (including list for subcontractors, manufactures, suppliers), Materials and equipment submittal list (within 3 days after preconstruction meeting), Materials and equipment submittals (30 days after notice to proceed), Construction schedules (15 days after notice to proceed for Chart and for Critical Path Method follow section 01330), Working drawings, Shop drawings, Catalog data, Methods of construction, Manufacturer's Installation recommendations, Operation &Maintenance Manuals, letters of permission to use lands, and Claims in accordance with Article 32 of the General Conditions.
Above Average	Submissions on time, most are complete, some corrections required but < 10% of submitted items. This includes: Estimates (including list for subcontractors, manufactures, suppliers), Materials and equipment submittal list (within 3 days after preconstruction meeting), Materials and equipment submittals (30 days after notice to proceed), Construction schedules (15 days after notice to proceed for Chart and for Critical Path Method follow section 01330), Working drawings, Shop drawings, Catalog data, Methods of construction, Manufacturer's Installation recommendations, Operation &Maintenance Manuals, letters of permission to use lands, and Claims in accordance with Article 32 of the General Conditions.
Satisfactory	Submissions on time, most are complete, some corrections required but < 30% of submitted items. This includes: Estimates (including list for subcontractors, manufactures, suppliers), Materials and equipment submittal list (within 3 days after preconstruction meeting), Materials and equipment submittals (30 days after notice to proceed), Construction schedules (15 days after notice to proceed for Chart and for Critical Path Method follow section 01330), Working drawings, Shop drawings, Catalog data, Methods of construction, Manufacturer's Installation recommendations, Operation &Maintenance Manuals, letters of permission to use lands, and Claims in accordance with Article 32 of the General Conditions. No delays resulted from items submitted for approval.
Marginal	Submissions on time, some are complete, some corrections required but < 40% of submitted items. This includes: Estimates (including list for subcontractors, manufactures, suppliers), Materials and equipment submittal list (within 3 days after preconstruction meeting), Materials and equipment submittals (30 days after notice to proceed), Construction schedules (15 days after notice to proceed for Chart and for Critical Path Method follow section 01330), Working drawings, Shop drawings, Catalog data, Methods of construction, Manufacturer's Installation recommendations, Operation &Maintenance Manuals, letters of permission to use lands, and Claims in accordance with Article 32 of the General Conditions. Some delays resulted from items submitted for approval but less than 5 % of the contract time.
Unsatisfactory	Submissions not on time or not provided, most are incomplete, many corrections are required on 50% or more of the submitted items. This includes: Estimates (including list for subcontractors,

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manufactures, suppliers), Materials and equipment submittal list (within 3 days after preconstruction meeting), Materials and equipment submittals (30 days after notice to proceed), Construction schedules (15 days after notice to proceed for Chart and for Critical Path Method follow section 01330), Working drawings, Shop drawings, Catalog data, Methods of construction, Manufacturer's Installation recommendations, Operation & Maintenance Manuals, letters of permission to use lands, and Claims in accordance with Article 32 of the General Conditions. Delays resulted from items submitted for approval, which contributed to the contract delays of more than 20 % of the contract time. Improperly submitted items help create a negative impact to the contract completion and/or service to our customers. Attach documentation to support impact to the contract.

N / A Does not apply to this project

Ordering/Delivery of Materials

Outstanding All material ordered and received with inspection by WSSC one (1) or more weeks before the construction began. Materials submittals are approved before materials arrive at the job site. No materials were rejected for any reason.

Above Average Nearly all material (90%) ordered and received on time with inspection by WSSC before the materials are used or installed. Materials submittals are approved before materials arrive at the job site. No materials were rejected for any reason.

Satisfactory Most material (70%) ordered and received on time with inspection by WSSC before the materials are used or installed. Materials submittals are approved before materials arrive at the job site. No materials were rejected for any reason.

Marginal Some material less than 70% but more than 50% ordered and received on time with inspection by WSSC before the materials are used or installed. Materials submittals are approved before materials arrive at the job site. Some materials are rejected but replaced with acceptable materials.

Unsatisfactory Most materials, over 50% are not ordered and received on time and/or inspected by WSSC before the materials are used or installed or Materials submittals are not approved before materials arrive at the job site. Some materials are rejected and are not replaced with acceptable materials.

N / A Does not apply to this project

Notification of Possible Claims of Delays

Outstanding Open communication and partnering between contractor and WSSC, resulting in early notice of possible delays and/or claims. Contractor's notification allows WSSC to minimize additional costs so that contract price is not increased and it may even decrease. No delays occur.

Above Average WSSC Engineer (Contract Manager) is notified in advance of possible delays and/or claims (less than 7 days). Contractor's notification and partnering allows WSSC to minimize additional

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

	costs so that contract price is not increased, except for unavoidable costs and it may even decrease. Only minor delays occur and a non-compensable change order may be issued to extend the contract time.
Satisfactory	WSSC Engineer (Contract Manager) is notified in advance of possible delays and/or claims as the situation is occurring (within 7 days). Only minor delays occur and a non-compensable change order may be issued to extend the contract time and/or unavoidable costs may be adjusted as well.
Marginal	WSSC Engineer (Contract Manager) is not notified in advance of possible delays and/or claims as the situation is occurring (within 7 days). Major delays may occur and the Contractor requests a change order to extend the contract time but has requested more than contractually entitled to but an agreement is reached.
Unsatisfactory	WSSC Engineer (Contract Manager) is not notified in advance of possible delays and/or claims as the situation is occurring (within 7 days) or the Contractor does not provide notification at all. Delays may occur and the Contractor requests a change order to extend the contract time and costs but has requested more than contractually entitled to. Contractor lacked communication, was not aware of delays until too late.
N / A	Does not apply to this project

Completion of Punchlist Items

Outstanding	Responds and addresses immediately all corrective work and concerns regarding quality of work and punchlist items. All work is of the highest quality. All items on the punch list are corrected the first time and no additional punch list inspections are required by WSSC staff.
Above Average	Responds and addresses all corrective work within 1 week; concerns regarding quality of work and punch list items. All work is of the good quality. All items on the punch list are corrected the first time and no additional punch list inspections are required by WSSC staff.
Satisfactory	Responds and addresses all corrective work within 2 weeks; concerns regarding quality of work and punch list items. All work is of the good quality. All items on the punch list are corrected the second time and one additional punch list inspection is required by WSSC staff.
Marginal	Responds and addresses all corrective work, more than 2 weeks later; concerns regarding quality of work and punch list items. All work is of the acceptable quality. All items on the punch list are corrected the third or fourth time and with 3 or 4 additional punch list inspections required by WSSC staff.
Unsatisfactory	Does not respond to correct any work or address concerns regarding quality of work and punchlist items. Does not acknowledge or correct problems. No response to repeated field directives
N / A	Does not apply to this project

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Section 5: EFFECTIVENESS OF MANAGEMENT

Cooperation/Communication With WSSC

Outstanding	Always cooperative, superior working relationship, open lines of communication. Returns telephone calls and e-mails prior to the close of business each day. The Contractor takes corrective action to resolve any job issues without prompting from WSSC personnel and then notifies WSSC personnel accordingly. The Contractor is always proactive in the resolution of problems or issues that arise throughout the term of the contract. Always follows the correspondence guidelines set forth in the General Conditions. The Contractor is always responsive to directives. The Contractor always has English speaking personnel on the job site. The Contractor finished ahead of schedule.
Above Average	Mostly cooperative, above average working relationship. Returns telephone calls and e-mails within a 24-hour time period. The Contractor takes corrective action to resolve any job issues with occasional prompting by WSSC personnel. The Contractor is mostly proactive in the resolution of problems or issues that arise throughout the term of the contract. Generally follows the correspondence guidelines set forth in the General Conditions. The Contractor is mostly responsive to directives. The Contractor mostly has English speaking personnel on the job site. The Contractor finished on time or ahead of schedule.
Satisfactory	Generally cooperative with an average working relationship. Returns telephone calls and e-mails within a 24-hour time period. The Contractor generally has to be prompted to take corrective action to resolve any job issues. The Contractor is generally reactive instead of proactive in the resolution of problems or issues that arise throughout the term of the contract. Generally follows the correspondence guidelines set forth in the General Conditions. The Contractor is generally responsive to directives. The Contractor generally has English speaking personnel on the job site. The Contractor finished on time.
Marginal	Generally cooperative but not too accommodating. Returns telephone calls within a 24-hour time period. Returns e-mails within a 48-hour time period. The Contractor mostly has to be prompted to take corrective action to resolve any job issues. The Contractor is mostly reactive instead of proactive in the resolution of problems or issues that arise throughout the term of the contract. The Contractor is generally responsive to directives. The Contractor generally has English speaking personnel on the job site. The Contractor finished behind schedule.
Unsatisfactory	Rarely cooperative and an unsatisfactory working relationship. Returns telephone calls within a 24-hour time period. Returns e-mails within a 48-hour time period. The Contractor always has to be prompted to take corrective action to resolve any job issues. The Contractor is always reactive instead of proactive in the resolution of

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

problems or issues that arise throughout the term of the contract. The Contractor is unresponsive to directives. The Contractor rarely has English speaking personnel on the job site. The Contractor finished behind schedule.

N / A Does not apply to this project

Coordination and Control of Subcontractors

Outstanding	Superior working relationship with no issues. The Contractor is always aware of their Subcontractor's whereabouts and progress. The Contractor always informs the Contract Manager and Construction Inspector of their Subcontractor's location and work schedule. The Contractor handles any and all issues between WSSC and the Subcontractor. The Contractor/Subcontractor relationship had no impact on the construction schedule or overall project.
Above Average	Above Average working relationships with minimal issues. The Contractor is mostly aware of their Subcontractor's whereabouts and progress. The Contractor mostly informs the Contract Manager and Construction Inspector of their Subcontractor's location and work schedule. For a majority of the time, the Contractor handles any issues between WSSC and the Subcontractor. The Contractor/Subcontractor relationship had no impact on the construction schedule or overall project.
Satisfactory	Adequate working relationship with manageable issues. The Contractor is generally, but not always, aware of their Subcontractor's whereabouts and progress. The Contractor generally informs the Contract Manager and Construction Inspector of their Subcontractor's location and work schedule. The Contractor generally handles any issues between WSSC and the Subcontractor. The Contractor/Subcontractor relationship minimally impacted the construction schedule or overall project.
Marginal	Lack of adequate coordination and control. The Contractor is occasionally aware of their Subcontractor's whereabouts and progress. The Contractor occasionally informs the Contract Manager and Construction Inspector of their Subcontractor's location and work schedule. The Contractor generally handles any issues between WSSC and the Subcontractor. The Contractor/Subcontractor relationship minimally impacted the construction schedule or overall project.
Unsatisfactory	Problematic environment and conflicts not easily resolved. The Contractor is rarely aware of their Subcontractor's whereabouts and progress. The Contractor rarely informs the Contract Manager and Construction Inspector of their Subcontractor's location and work schedule. The WSSC had to resolve any issues between the Contractor and the Subcontractor. The Contractor/Subcontractor relationship significantly impacted the construction schedule or overall project.

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

N / A Does not apply to this project

Attendance at Project Meetings

Outstanding Meetings always well attended by qualified personnel (Project Manager, Superintendent and Foreman)

Above Average Meetings usually attended by qualified personnel (Project Manager and Foreman)

Satisfactory Sufficient representation by the contractor (Project Manager)

Marginal Missed a number of meetings, arrived late often

Unsatisfactory Poor attendance at meetings or not attended at all

N / A Does not apply to this project

Project Workforce Experience and Size

Outstanding Well staffed with highly qualified and experienced workforce; capable of successfully maintaining an accelerated project schedule; ability to provide multiple crews at a moment's notice.

Above Average Maintains a qualified and experienced workforce; has the ability to maintain an aggressive project schedule; ability to provide multiple crews within a 48-hour period.

Satisfactory Adequately staffed with sufficient workforce to maintain current project schedule.

Marginal Inexperienced workforce; barely enough people to perform work; has difficulty maintaining the project schedule.

Unsatisfactory Poorly staffed and inexperienced workforce usually causing problems/delays.

N / A Does not apply to this project

Adequate Equipment to Perform Work

Outstanding Contractor is always prepared, equipment is always well maintained and available when needed

Above Average Equipment needed is usually available. No delays.

Satisfactory Has the ability to obtain the necessary equipment. Minimal delays, if any.

Marginal Rarely had required equipment when needed, constant maintenance

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

problems

Unsatisfactory Equipment is not available or reliable, resulting in delays.

N / A Does not apply to this project

Storage of Materials/Equipment

Outstanding Contractor is always prepared; the location of a staging area is addressed before mobilization; equipment and material is never stored on the job site unless directed by the Contract Manager.

Above Average Contractor is prepared a majority of the time; the location of a staging is addressed within the first month of the project; equipment and material is rarely stored on the job site unless directed by the Contract Manager.

Satisfactory Contractor is generally prepared most of the time; the location of a staging is addressed within the first month of the project; equipment and material is occasionally stored on the job site without permission of the Contract Manager

Marginal Storage space insufficient, equipment and materials were often incorrectly stored

Unsatisfactory Improper storage of equipment and materials, safety concern, violation of public right-of-way permit.

N / A Does not apply to this project

Effectiveness of Foreman

Outstanding Highly qualified and experienced; capable of successfully maintaining an accelerated project schedule; always in control of his/her crew; Fluent in English and Spanish

Above Average Qualified, experienced, motivated and proactive; capable of maintaining an aggressive schedule; in control of his/her crew a majority of the time; Fluent in English and Spanish.

Satisfactory Sufficient background in type of work performed to maintain current project schedule; generally maintains control of his/her crew; somewhat fluent in English.

Marginal Poorly prepared; minimal experience; usually causing problems/delays; somewhat fluent in English.

Unsatisfactory No prior experience; caused problems/delays; no control over crew; not fluent in English.

N / A Does not apply to this project

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Section 6: COMPLIANCE WITH SAFETY STANDARDS

Adequacy of Traffic Control Plan

Outstanding	Contractor has exceptional understanding of traffic control requirements of the various jurisdictions within the WSSC. Follows traffic control plan to the letter to assure proper protection for employees and the public as well as property. Will make suggestions to jurisdictional representative to improve upon safety within traffic control area. Role model for other contractors to follow.
Above Average	Conformed to jurisdictional requirements with no adjustments required. Allows traffic to flow smoothly with little to no backups. Coordinates work to allow them to work in roadway within designated work hours. Traffic control devices are in good to as new condition. Utilizes Maryland State Registered Flaggers and assures Flagger Cards are onsite at all times.
Satisfactory	Basically a sound plan with minor adjustments. Experiences minor backups within work zone due to lack of coordination between flagmen. Corrections made as directed. Will notify jurisdictional representative if problem occurs that requires them to have to work late in roadway. Traffic control devices are in working condition.
Marginal	Lacking in some areas, adjustments required. Occasionally having to remind contractor to set up and properly display traffic control devices and complete work in roadway within designated work hours. Field order issued. Attach copy of field order to evaluation. Contractor warned of suspension of Traffic Control Permit by jurisdictional representative.
Unsatisfactory	Lacking in some essentials and providing minimal protection. Continually having to remind contractor to set up and properly display traffic control devices. Experiences constant backups within work zone due to poor of coordination between flagmen. Repeatedly working in roadway before and or after designated work hours without permission. More than one field order issued pertaining to traffic control. Attach copies of field orders to evaluation. Accident occurred due to improper traffic control. Traffic Control Permit suspended by jurisdictional representative.
N / A	Does not apply to this project

Adherence to OSHA Requirements

Outstanding	Adherence with no exceptions/citations. Maintains onsite a copy of certifications for shoring equipment.
Above Average	No infractions. Contractor does exceptional job of policing themselves.
Satisfactory	Unintentional, few minor infractions, corrected immediately
Marginal	Some infractions, same infractions repeated on several occasions. Stop work order issued by Inspector. Field order issued. Attach

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

copies of field orders to evaluation.

Unsatisfactory	Major infractions serious and willful, indifferent attitude towards OSHA requirements. Stop work order issued by Inspector. More than one field order issued. Attach copies of field orders to evaluation. MOSH contacted for site inspection
N / A	Does not apply to this project

Adequacy of Safety Measures

Outstanding	Contractor has an established safety policy with periodic safety meetings. Safety requirements were exceeded
Above Average	Conform to published safety regulations. All employees wear proper personal protective equipment.
Satisfactory	Generally conforms to published safety regulations; corrections made immediately when directed. All employees usually wear proper personal protective equipment.
Marginal	Unacceptable safety measures, changes made when instructed. Occasionally have to advise contractor to have employees wear proper personal protective equipment. Field order issued. Attach copy of field order to evaluation.
Unsatisfactory	Unacceptable safety measures; lost time injuries, serious or willful OSHA violations occurred, justification unacceptable. MOSH had to be called to the jobsite. Continually have to advise contractor to have employees wear proper personal protective equipment. More than one field orders issued. Attach copies of field orders to evaluation.
N / A	Does not apply to this project

Correction of Noted and Response to Directives

Outstanding	For an outstanding rating there should be no corrections needed.
Above Average	Always complied with directive to correct safety violation, swift correction
Satisfactory	Most resolved in a timely manner, occasionally have to repeat request or escalate to Contract Manager for resolution.
Marginal	Resolved after repeated requests or after threat of field order.
Unsatisfactory	Contractor argumentative or disregards Inspector. Correction resolved after field order issued or MOSH site visit. Attach copy of field order to evaluation.
N / A	Does not apply to this project

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Section 7: ABILITY TO WORK WITHIN ALLOTTED COST

Accuracy of Contractor's Billing

Outstanding	Contractor submits billing invoice with no errors that accurately reflect the work that has been completed. Invoice shall also have proper signatures.
Above Average	Billing invoice is submitted with a very few errors. Contractor quickly corrects and resubmits invoice with no errors.
Satisfactory	Billing invoice is submitted with some errors. Contractor corrects and resubmits invoice with no errors.
Marginal	Billing invoice usually has errors. Contractor is slow to correct and resubmit invoice. At times invoice is resubmitted with errors.
Unsatisfactory	Multiple errors on submitted invoices. Invoices frequently misrepresentation the completed work.
N / A	Does not apply to this project

Number and Cause of Change Orders

Outstanding	The contractor works to reduce or eliminate the number of change orders by foreseeing problems/changes in advance. Submitted cost of changes orders are fair and in line with change work to be done.
Above Average	The contractor suggests ways to mitigate the impact of change order work and ensure that cost are in line with change work.
Satisfactory	The contractor responds to change orders and submits cost that fair and in line with change work.
Marginal	The contractor makes no effort to avoid change orders.
Unsatisfactory	The contractor argues about the scope of work resulting in change orders.
N / A	Does not apply to this project

Manner in Which Contractor Determined Price on the Change Order

Outstanding	Change order quotes are reasonable, timely and submitted within the guidelines of the WSSC General Conditions. Cost accurately reflect the change order work. Contractor is always willing to negotiate and compromises. No unresolved issues remain on contract.
Above Average	Change order quotes are reasonable, timely and submitted with very few errors. The submitted cost accurately reflect the change order work. Contractor is willing to negotiate, usually compromises, and has a few unresolved issues.

CONTRACTOR PERFORMANCE EVALUATION GUIDANCE (continued)

Satisfactory	Most of the time change order quotes are reasonable and submitted in a timely manner. Submitted cost usually reflect the change order work. Contractor is willing to negotiate, often compromises. Some unresolved issues remain at the end of the contract.
Marginal	Contractor change order cost are rarely within the guidelines of the WSSC General Conditions. Sometimes it is difficult to negotiate and compromises on cost of change order work. Some unresolved issues remain at end of contract.
Unsatisfactory	Contractor does not submit change order cost in accordance with the WSSC General Conditions. Contractor is not willing negotiate or compromise. Many unresolved issues remain at the end of the contract.
N / A	Does not apply to this project