

Network for Success **Local Programs Workshop**



Pre-Award Review and Consultant Procurement Breakout Session #2

September 10, 2019

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Network for Success **Local Programs Workshop**



Pre-Award Audit Review and Consultant Procurement

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Network for Success **Local Programs Workshop**



Consultant Procurement

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Pennoni**

Consultant Procurement

Topics

- Defining Services
- Consultant Selection
- Compliance Requirements
- Pre-Award Submittals
- Review & Feedback

Session Format

- Presentations with Q & A
- Ask questions to engage the presenters

Who are you?

Government

- Local
- State
- Federal

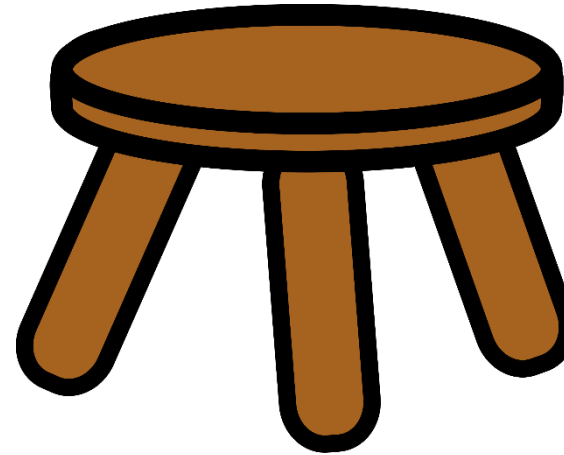
Consultant



Professional Procurement

What are our roles?

- VDOT
- Localities
- Consultants



Consultant Services

Why do you need Consultants?

- Resources
- Specialty work
- Knowledge of project requirements
- Schedule Constraints
- Degree of difficulty
- Risk Mitigation



Procurement Lifecycle



Define Services

What Types of Services Are Needed?

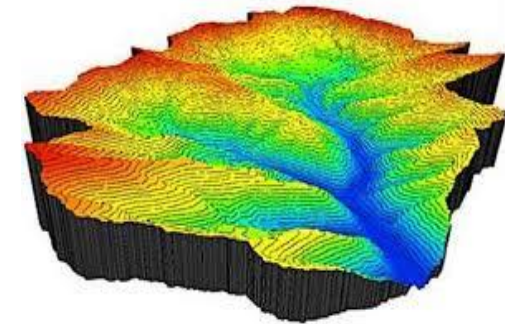
- Professional Services
- Non-Professional Services



Define Services

Examples of Professional Services:

- Engineering and design related services directly related to highway construction
- Hydrologic and hydraulic studies
- NEPA Environmental Studies
- Bridge safety and construction engineering inspection



Define Services

What are professional services?

- VPPA* defines 12 types of services:
 - Accounting, actuarial services, architecture, land surveying, landscape architecture, law, dentistry, economist, medicine, optometry, pharmacy and professional engineering.
- Code of Virginia Section 2.2-4301

* ***VPPA = Virginia Public Procurement Act***

Define Services

Examples of non-professional services:

- Appraisal services
- Training
- Traffic Monitoring Systems
- Stream/Wetland Credits
- Meteorological Forecasting
- Hazardous Materials
- Cultural Resources
- Staff Augmentation
- Materials Testing



Define Services

Similarities between professional & non-professional services:

- Both are qualifications-based selections
- Both use Requests for Proposals
- Both use a selection committee or panel
- Both use weighted scoring criteria
 - Subjective, but based on facts as presented in the offeror's proposal

Define Services

Differences between professional & non-professional services:

Hourly Rates

- Professional – Actual Cost plus FAR overhead and Net fee are used to determine the hourly rates charges for services.
- Non-professional – Fully Loaded Hourly Rates are proposed by the Offeror with no requirement to divulge the derivation of the rates.



Define Services

Differences between professional & non-professional services:

Price

- Professional services - price is not evaluated. There is no scoring criteria for price. Price is considered after one Offeror is selected
- Non-professional services - price is evaluated for all proposals and price has a scoring weight in the selection criteria.



Define Services

There are two different options available:



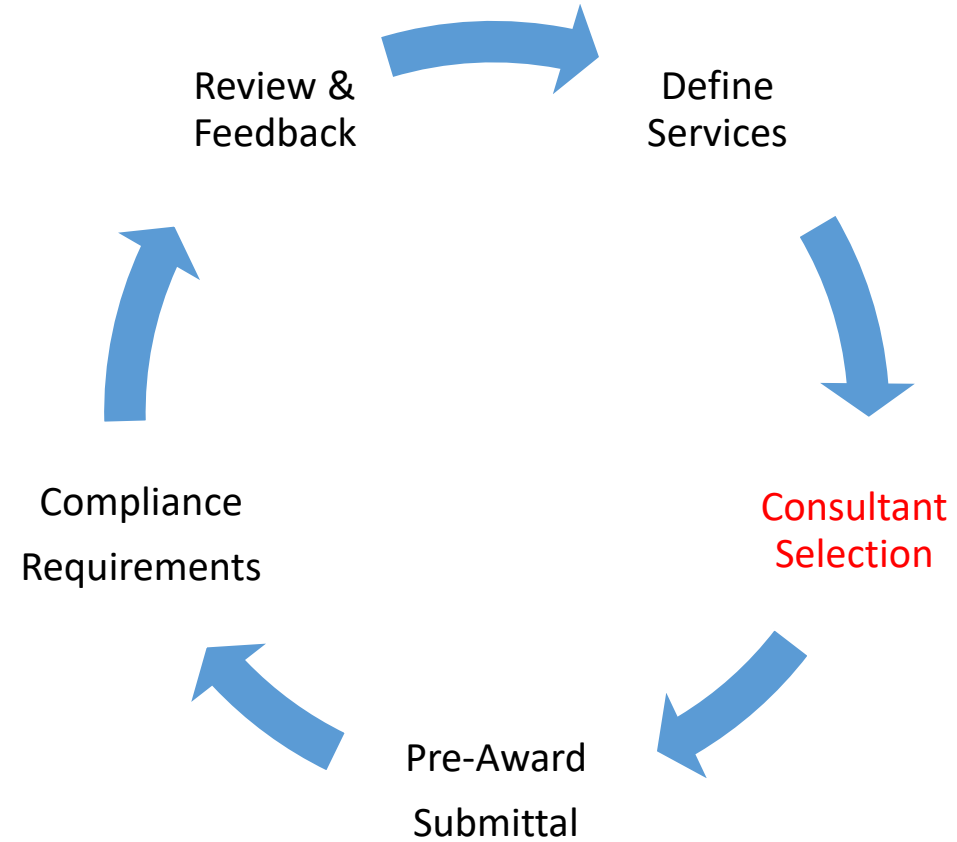
1. Professional Services
2. Non-professional Services
 - In Virginia there is a very clear definition of Professional Services, leaving any other types of services in the non-professional service category.
 - Always work closely with your procurement professionals when procuring services.

Define Services

References:

- Locally Administered Projects Manual – Chapter 11 (Consultant Procurement)
- 2009 Manual for the Procurement & Management of Professional Services, Revised July1, 2016
- Virginia Public Procurement Act -
 - §2.2-4302.2 (Process for Competitive Negotiation),
 - §2.2-4303 (Methods of Procurement)
 - §2.2-4303.1 (Architectural & Professional Engineering – term contracting; limitations.)

Procurement Lifecycle



Consultant Selection

Types of Professional Services Contracts

- Project Specific Contracts
- Multi-phase Contracts
- Limited Services Term Contracts (On-call Contracts)
 - Reference Code of Virginia Section 2.2-4303.1

Types of Compensation

- Lump Sum
- Cost per Unit of Work
- Cost Plus Net Fee
- Specific Rates of Compensation (Fixed Billable)



Consultant Selection

Factors to consider for on-call vs. project specific contracts:

- Project size and cost
- Project schedule
- Type of funding
- Emergency situations
- Complexity



Consultant Selection

Stand alone contracts

- Estimated design costs exceed on-call limits
- Typically single project
- Looking for particular expertise and availability
- Size of the project is usually larger

On call contracts

- Estimated design costs do not exceed an established threshold
- Used for multiple projects
- Projects require similar experience and expertise
- Usually smaller sized projects

Consultant Selection

Tips for using on-call contract for professional design services:

- Nature of the projects should be clearly identified in the RFP
- Contract term is limited to one year or cumulative total project fees reach maximum cost authorized
- Renewable for four additional one-year terms at the option of the locality or MPO
- Procurement process must be documented and follow Brooks Act
- RFP must be reviewed by VDOT for mandatory federal provisions
- Selection process must be kept on record for 3 years (interview questions, scores, etc)

Consultant Selection

When choosing professional on-call contracts:

- Consider awarding more than one contract with the same scope of services – ensures diversity in consultant abilities, ensures availability of staff when quick turn around is needed.
- Choose someone you and your staff can work with!



Consultant Selection

Non-professional on-call contracts are an option:

A public body may establish purchasing procedures, if adopted in writing, not requiring competitive sealed bids or competitive negotiation for single or term contracts for goods and services other than professional services if the aggregate or the sum of all phases is not expected to exceed \$100,000

Right of Way work is a great example:

- Title work
- Appraisal work
- Review appraisal work
- Property management and demolition management
- Award more than one contract
- Choose someone you can work with!

Consultant Selection

On-call and stand-alone contracts can be used regardless of funding source as long as the following conditions are met:

- Advertise project according to Federal/State procurement requirements
- Project must be designed in compliance with the requirements of the specific funding
- All compliance requirements are met, and proper documentation is provided
- A project without federal/state funding can still use a contract with the federal/state requirements—easier to “federalize” a design contract now just in case there is a future need.

Consultant Selection

Request For Proposals

- Templates, Federal Provisions, DBE Goals
- RFP should include: Narrative, Scope of Services, Estimate Project Cost (Use contract value for Limited Services Term Contracts), address Multiple Awards if desired, Evaluation Criteria, Consultant Selection Score Sheets, Estimated Start and Completion Dates, Project Location Map, Statements regarding Specialized Qualifications and Limitations on Eligibility, Justification for Firm's Location to be a Major Factor in Selection, Qualifications or Performance Data required
- RFP will not require consultants to furnish estimates of man-hours or cost for services

Consultant Selection

Selection Procedure

- Short Listing for Interviews – Minimum of 3 Firms for Federal Aid Projects, and 2 Firms for State Aid Projects
- Selection Criteria (price not considered)
- Project Briefing Meetings
- Consultant Evaluation and Selection Process
 - Scored and ranked based on EOI, Interview, and Technical Presentation. Price is not considered at this time.
 - Documented
- Negotiations
 - Negotiate contract with top ranked firm. If a mutually acceptable agreement cannot be reached with the top ranked firm, then negotiations are terminated, and negotiations begin with the next highest ranked firm.



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Local Programs Workshop



Pre-Award Submittal New Instructional Templates

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Procurement Lifecycle



Pre-Award Submittal

Goals for the Pre-Award Template and Instructions

- Expedite review process
- Organize submittal
- Standardize submittal



Pre-Award Submittal

Actions taken

- Prepared standardized template
 - Originally prepared for use by VDOT
 - Effective means to improve Locally Administered Projects pre-award review
- Prepared specific, detailed instructions
 - Step by step instructions
 - Example templates



Pre-Award Submittal Instructions

- ❑ The Prime and each subconsultant are required to complete the tables
- ❑ Submittals will be accepted from the Prime firm only. The Prime firm is responsible for performing a Quality Check of the subconsultants submittals
- ❑ All documentation must be submitted to the Local Program Administrator (LPA) by the Prime firm electronically via email or File Transfer Protocol



Pre-Award Submittal Instructions

Electronic Submittal Requirements

1. One copy of the Excel template for each firm (Prime and subconsultants)
2. One copy of the Excel templates from each firm in the Adobe.pdf format
3. One combined submittal of the below documentation (for Prime and subconsultants) for the Assurance and Compliance Office in the Adobe.pdf format
 - A. The ACO FAR table (prime and subconsultants)
 - B. VDOT Contractor Cost Certification (CCC) of Final Indirect Cost Rates

Pre-Award Submittal Instructions

Electronic Submittal Requirements

4. One copy from each firm (prime and subconsultant) of the below documentation in Adobe. pdf format
 - A. Title VI Certification from the VDOT Civil Right Division
 - B. The Certification of Insurance (Prime firm only)
 - C. Sam.gov registration documentation

All information submitted in items 1-3 must be forwarded to the VDOT Project Coordinator, who will verify completeness before routing to VDOT ACO. Item 4 shall be maintained in the procurement file

Pre-Award Submittal Instructions

Explanation of Excel Tabs

❑ Tab A; Pre-Award Evaluation Documentation Checklist

- Ensures that firms have documentation needed
- Guidance only
- Includes the following:
 - Consultant Type (Prime or subconsultant)
 - Certification of Wage Rates
 - Personnel Classifications
 - Labor Summary
 - Rate Schedules (Home and Field Office)
 - Non-Salary Direct Costs
 - Additional Documentation
 - Signature Lines



Pre-Award Submittal Instructions

Explanation of Excel Tabs

❑ Tab B; FAR Rate Table

The Prime firm is responsible for a consolidated version of all FAR rates for the prime and all subconsultants

The table requires the following information:

Firm	Home Office - Indirect Cost	Home Office - Facilities Cost of Capital (FCC) Rate	Field Office - Indirect Cost	Field Office - Facilities Cost of Capital (FCC) Rate	VDOT FAR Letter - Issue Date
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Pre-Award Submittal Instructions

Explanation of Excel Tabs

❑ Tab C; Certification of Payroll/Wage Rates

- The Certification of Wage Rates tab must be signed by an official of each firm and submitted in the Adobe .pdf file
- The firms must submit actual payroll records that show the employee name, hourly rate, gross and net pay and the number of hours in the pay



www.powerpointdesigns.net

Pre-Award Submittal Instructions

Explanation of Excel Tabs

☐ Tabs D and E; Personnel Classifications and Hourly Rate – Home Office and Field Offices

1. Verify that all personnel proposed for the contract based upon the organization chart provided in the prime consultant's proposal
2. Verify that all information is submitted as specified and confirm that average hourly rate calculation is accurate
3. Principal, partners executive, etc. are considered administrative, whose costs should be included in the indirect cost rate and shall not be listed separately.
4. The Negotiated/Capped Rates column may be left blank for the initial pre-award submittal

Pre-Award Submittal Instructions

Explanation of Excel Tabs

❑ Tab F; Personnel Classification and Wage Rate Summary

Verify that the personnel classifications and rates for both the **home** and **field** office transferred correctly from the information entered in the Personnel Classifications and Wage Rate entry tables.



Pre-Award Submittal Instructions

Explanation of Excel Tabs

☐ Tabs G and H; Rate Schedules – Home Office/Field Office

1. The Rate Schedule tabs are used to establish the fully-loaded fixed billable rate for each personnel classification. The personnel classifications and rates will automatically populate
2. Each firm must input, in the shaded cells, the following information:
 - A. Escalation Factor
 - B. Indirect Cost Rate
 - C. Facilities Cost of Capital (FCC)
 - D. Net Fee
 - E. Overtime Fixed Billable Wage Rates

Pre-Award Submittal Instructions

Explanation of Excel Tabs

☐ Tab I; Non-Salary Direct Costs (NSDC)

1. The NSDC table is for listing all costs directly billable to the project(s) unrelated to salary. Non consumable items should not be listed in NSDC.

Those include, but are not limited to:

- | | |
|--------------------------|---------------------------------------|
| a) Fax machines | g) Refrigerators |
| b) Fire extinguishers | h) Copy Machines |
| c) Software | i) Pagers |
| d) Computer license fees | j) Helmets |
| e) Cell Phones | k) Tape Measures |
| f) Books | l) Computers (would require approval) |

Pre-Award Submittal Instructions

Explanation of Excel Tabs

❑ Tab I; Non-Salary Direct Costs (NSDC)

2. Verify that information proposed is supported
 - a) Unit priced items must be supported by an attestation letter and standard fee schedule
 - b) Non-unit priced items must be supported by quotations from vendors who will provide services or items.
3. For Fixed Billable Rate Term Contracts routine items such as copy, printing or office expenses should not be included
4. Leased Vehicles/Equipment

Must conform to the VDOT Construction Division Instructional and Informational Memorandum (IIM-CD-2017-02.01) titled Advance Agreement for Consultant Construction Engineering and Inspector Vehicle and Mileage Payment.

Pre-Award Submittal Instructions

Additional Required Documentation

- ☐ Title VI Certification Form
- ☐ Certification of Insurance
- ☐ Systems for Awards Management (SAM.gov)



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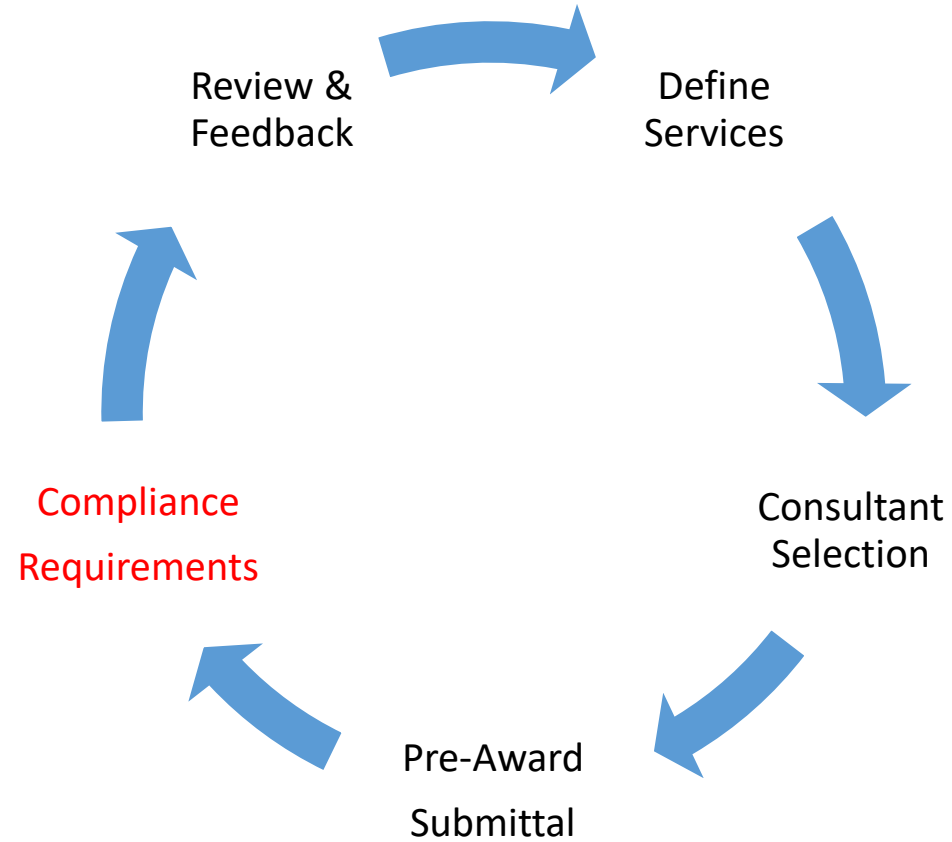
Local Programs Workshop



Pre-Award Review of Locally Administered and Federal Funded Projects

**Simba Mandizvidza
Audit Services Manager II
Assurance & Compliance Office
VDOT Central Office**

Procurement Lifecycle



AGENDA

- Purpose of Pre-Award Review
- Process Overview & Timeline
- Cost Proposal Template
- Common Deficiencies
- Deficiencies by major cost category
- Suggestions to Improve

Purpose of a Pre-Award Review

- To assist in the Award & Administration of the proposed contract by advising on **contractor's ability to perform** (financial capability and adequacy of accounting systems design), **reasonableness of cost proposal**, and **compliance with Federal and State procurement regulations**
 - *Non-Compliance with requirements will compromise efficiency & effectiveness of process, increase the risk of unallowable costs & may reduce federal funding participation*
- ACO currently focuses on the adequacy of the cost proposal and compliance

Pre-Award Review Threshold

Cost Proposal Value*

Responsibility

>\$200,000 **

VDOT – ACO

<\$200,000

LPA***

* Combined for prime and subs

** Increase in threshold being explored

*** LPA retains the result of its review

Allowable Compensation Methods

Fixed Billable Rate

- Rate schedules show the cost build up of billing rates

Cost Plus Net Fee

- Use average hourly rates on Labor summary tab to compute the basic total labor cost on summary cost worksheet before payroll additives
- *Cost plus % of the cost contracts are prohibited*

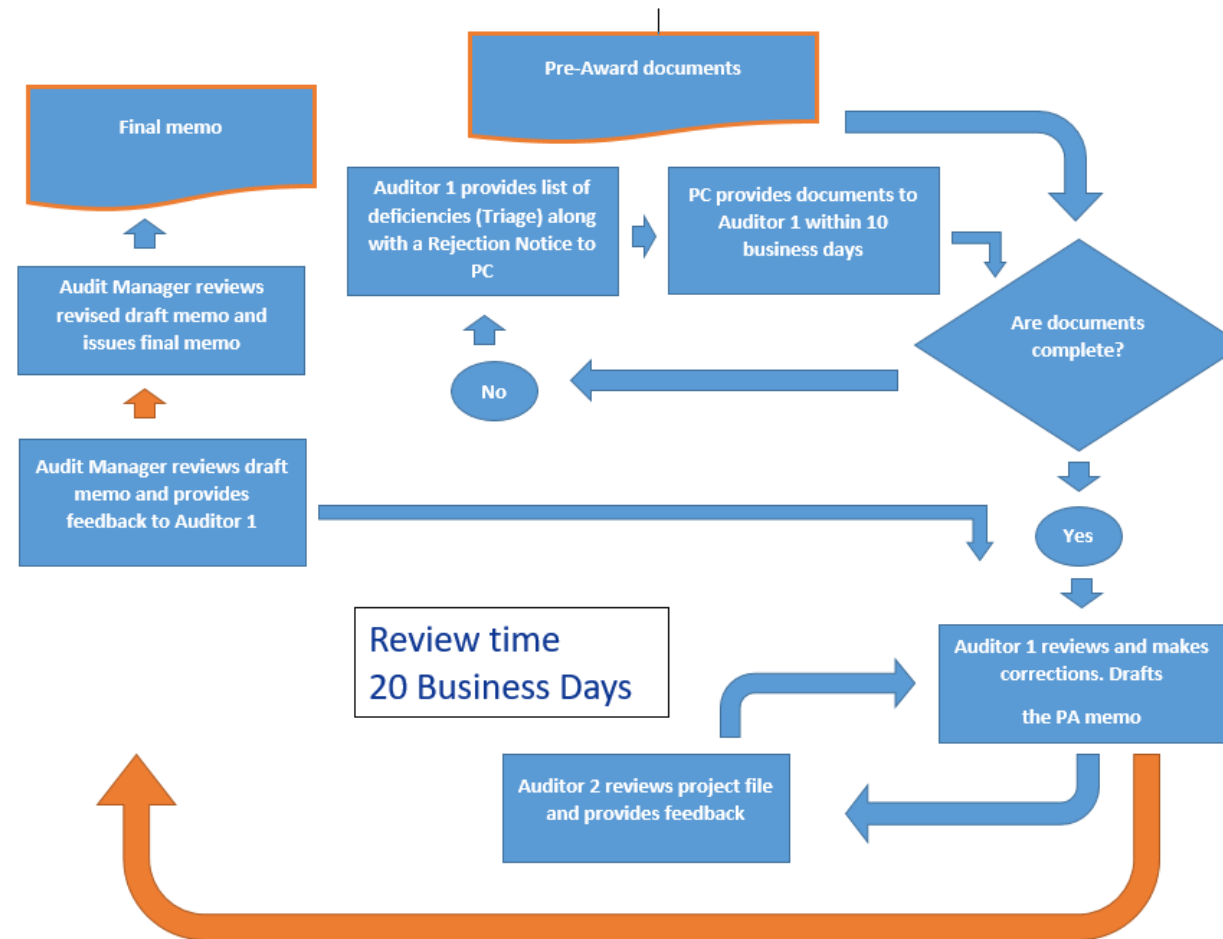
Lump Sum

- Use Cost Plus Net Fee Template

Pre-Award Process Overview

- Local Participating Agency (LPA) ensures that consultant package is complete prior to submittal of Pre Award (PA) package to the VDOT Project Coordinator (PC)
- PC verifies completeness & submits package to Assurance & Compliance Office (ACO)
- Within 20 business days of receipt of complete documents, ACO finalizes review & submits PA memo to PC.
- PC coordinates resolution of ACO comments & provides written notification of approval to LPA **prior to contract execution**

ACO Pre-Award Review Process



Pre Award Review Template (Fixed Billable Rate Contracts)

<u>TAB</u>	<u>DESCRIPTION</u>
A	ACO Checklist
B	FAR Rate Table
C	Payroll/Wage rate certification
D&E	Personnel Class & Hourly Rates
F	Personnel class & Wage rate summary
G&H	Rate schedules
I	Non salary Direct costs

Common Unallowable Costs

FAR Reference

31.205-1 +31.205-38(b)(1)
31.205-1(f)(2)
31.205-1(f)(5)/(7)
31.205-1(d)(2)
31.205-3
31.205-6(m)(2)
31.205-8 +31.205-1(e)(3)
31.205-13(b)
31.205-14
31.205-15(a)
31.205-19(e)(2)(v)
31.205-20
31.205-22
31.205-27
31.205-46
31.205-49
31.205-51

Unallowable Costs

Advertising
Trade Show Expenses
Promotional Material /Civic organizations
Souvenirs/Imprinted Clothing for Public
Bad Debts/Collection costs
Personal Use of Company Vehicles
Contributions or Donations
Employee Gifts and Recreation
Social Activities
Fines, Penalties
Life Insurance on Key Employees
Interest Expense
Lobbying/Political Activity Costs
Reorganization costs
Travel Costs in Excess of FTR Rates
Goodwill
Alcoholic Beverages

Common Deficiencies

- Incomplete/inadequate submittals
- Departure from approved procurement process
 - Pre-Award review requested after contract award/or after work has been performed without proper authority (Notice to Proceed)
- Math Errors
- Evidence of unallowable items in cost proposal
- Incorrect Excel format (FBR of Cost Plus) used for proposal
- Delayed or poor communication
- Required certifications not provided

Documentation Deficiencies per ACO Database-Local Assistance

#	Description	Count
1	Auditor did not have access to Share Point	2
2	<i>Signed CCC form was not submitted and/or incorrect</i>	23
3	VDOT project Manager did not sign Pre Award Checklists	16
4	Excel templates provided without passwords	13
5	<i>Payroll registers not provided/incorrect</i>	27
6	<i>Missing FAR approval letter</i>	23
7	Request FAR review with Pre-Award	6
8	PA documents not in one easy to find site	5
9	<i>Pre Award template incorrectly completed</i>	30
10	<i>Insufficient Non-salary direct cost documentation</i>	28
11	CEI "Capped Rates" not used correctly	3
12	Other	30
	Total	206

Documentation to Support the Cost Proposal

- Completed Excel Template for type of contract
- Direct Labor – Actual Payroll Registers
- Overhead Rate Table with VDOT Accepted Rates
- Non-Salary Direct Costs – Supporting Docs
- Properly completed and signed Contractor Cost Certification form (CCC)

Contractor Cost Certification (CCC)Form

Requirements

- VDOT requires a signed CCC form for overhead rates per FHWA policy order 4470.1. Form should:
 - Certify VDOT accepted rates
 - Reflect the correct Period Covered
 - Be signed by an executive or officer

Common Issues

- Form is not provided
- Form does not have the correct rates, period covered, and/or was not signed by an executive or officer

Signed Cost Proposal Checklist

Requirement

- The consultant and Locality Project Manager are required to sign the fee proposal checklist to signify completeness of proposal documents

Common Issue

- The proposal checklist is not signed by the consultant and/or Locality Project Manager

Wage Rate Certification

Requirement

- A responsible company official must certify that the employees' respective wage rates are the actual rates at the time of proposal

Common Issue

- The Wage Certification form is not provided and or signed

Direct Labor

Requirements

- Personnel Class/Hourly rate sheet establishes average hourly rates
- Actual pay registers for each employee proposed
- Principals, Partners & Executives may bill at technical equivalent rates but hourly rate **cannot** be used to calculate average hourly rate.
- CEI hourly rate limits per Deputy Chief Engineer's memo
- Overtime eligibility and accuracy

Common issues

- Hourly rates not supported by pay register
- Overtime incorrectly calculated
- CEI hourly rate limits exceeded
- Principals/executive rates proposed or rates used to compute average hourly rates

Overhead Rate (OH)

Requirements

- FAR Rate Table
- VDOT FAR Acceptance letter (Approval) required
http://www.virginiadot.org/business/indirect_cost_rate_audit_home_page.asp
- VDOT Acceptance required for unaudited rates (110% Home; 75% Field), if no audited rates or cost history

Common issues

- Proposed OH rates do not match the most recent VDOT accepted rates
- Use of combined rate when Home & Field rates are available
- Proposed rate based on weighted subsidiary company rates

Facilities Cost of Capital (FCOC)

Requirements

- An imputed cost of allowable fixed assets used in contract
- Shown as a separate line item on overhead schedule
- Not included in the fee base to determine net fee

Common issues

- Combined with Overhead Rates
- Incorrectly computed

Non-Salary Direct Costs

Requirements

- Direct costs
 - Defined as “consumed in the project”
 - Should NOT be included in overhead
- Vehicle/Equipment leases per IIM. Master lease agreement & Lease schedules/quotes if IIM not used
- Travel expense rates itemized per VDOT travel policy
- Standard fee schedule & Attestation letter for unit priced items
- Quotations for Other Direct Costs
- POV & Lease mileage rates per VDOT approval memos
- Caps on cell phones (\$45 per month)
- No administrative mark up allowed

Non-Salary Direct Costs

Common Issues

- Direct billing of tools of the trade/overhead type costs
- Mobile device costs exceed the VDOT cap
- Unit price proposals are not supported by Standard Fee Schedule & Attestation letter
- Attestation letter used to support all direct expenses!
- Price proposed “at cost.” Quantities “TBD”
- Mileage rates other than per VDOT policy
- Lease costs not supported
- Administrative mark up on direct costs

Escalation Rate

Requirements

- Limited Services Term Contracts – a separate rate for each year
- Not to exceed 3.0% per year or the rate established by the CPO Division (2.2% for FY20), whichever is less
- Half of the annual escalation rate for first year (1.1% for FY20)

Common issues

- Incorrect escalation proposed
- Escalation exceeds current VDOT cap
- Escalation not proposed

Contingency on CPNF Contracts

Requirements

- VDOT permission required for use
- Usually 5% on fee base
 - Direct Labor plus overhead
 - Non Salary Direct Costs
- Not allowed on Lump Sum contract
- Prime cannot get contingency on sub-consultant services

Common issue

- Contingency applied to Lump sum or Fixed billable rate contracts

Sub-Consultants Issues

- Administrative add-ons (Mark-ups) on sub-consultants NOT allowed
- Subcontractor NOT allowed to sub contract, without written authorization from VDOT, per General Terms of VDOT MOA

Negotiated Net Fee

Requirements

- Net fee of 8% - 12% of direct labor plus overhead only as a test for prudence, otherwise net fee negotiated and fixed
- Overhead not to exceed 156% when calculating net fee
- Written justification for net fee > 10%

Common issues

- Overhead > 156% used to determine net fee
- Net fee outside the VDOT range of 8% - 12%

Suggestions to Improve

Documentation & Communication

- Complete documentation submittals aid in timely review
- Deliberate communication
- Improved Risk assessment

Collaboration To Improve Knowledge Of:

- Federal & State Procurement requirements
- VDOT Procurement process
- ACO Pre-Award review requirements
- Stakeholder responsibilities

Resources

Public Law 92-582 (Brooks Act) and 40 USC Chap 11

Section 904 (a) –the requirement for fair & reasonable compensation

23 CFR Part 172

<http://www.ecfr.gov/cgi-bin/text idx?rgn=div5&node=23:1.0.1.2.3>

- Requirements for procurement of engineering and design related services under 23 U.S.C. 112 & as supplemented by Uniform Administrative Requirements, Cost Principles (48 CFR Part 31) and Audit Requirements for Federal awards Rule (2 CFR 200).
- Qualifications-based selection

Resources

48 CFR 31

http://www.ecfr.gov/cgi-bin/textidx?tpl=/ecfrbrowse/Title48/48tab_02.tpl

This part contains cost principles and procedures for—

- The pricing of contracts, subcontracts, and modifications to contracts and subcontracts ***whenever cost analysis is performed*** (see [15.404-1](#)(c)); and
- The determination, negotiation, or allowance of costs when required by a contract clause

FHWA's Engineering & Design Services website

<https://www.fhwa.dot.gov/programadmin/consultant.cfm>

- Provides the statutory and regulatory framework, Federal Highway Administration (FHWA) policies, and supporting guidance and resources

Resources

VDOT Manual for Procurement and Management of Professional Services

<https://insidevdot.cov.virginia.gov/div/CPO/5ZAC7/SitePages/Home.aspx>

VDOT Locally Administered Projects (LAP) Manual

Section 11.2.8 Consultant Negotiations & Pre-Award Audit

http://www.viriniadot.org/business/locally_administered_projects_manual.asp

Resources

Virginia Public Procurement Act (VA code Title 2.2-4302)

<https://law.lis.virginia.gov/vacodepopularnames/virginia-public-procurement-act>

The AASHTO Audit & Accounting Guide

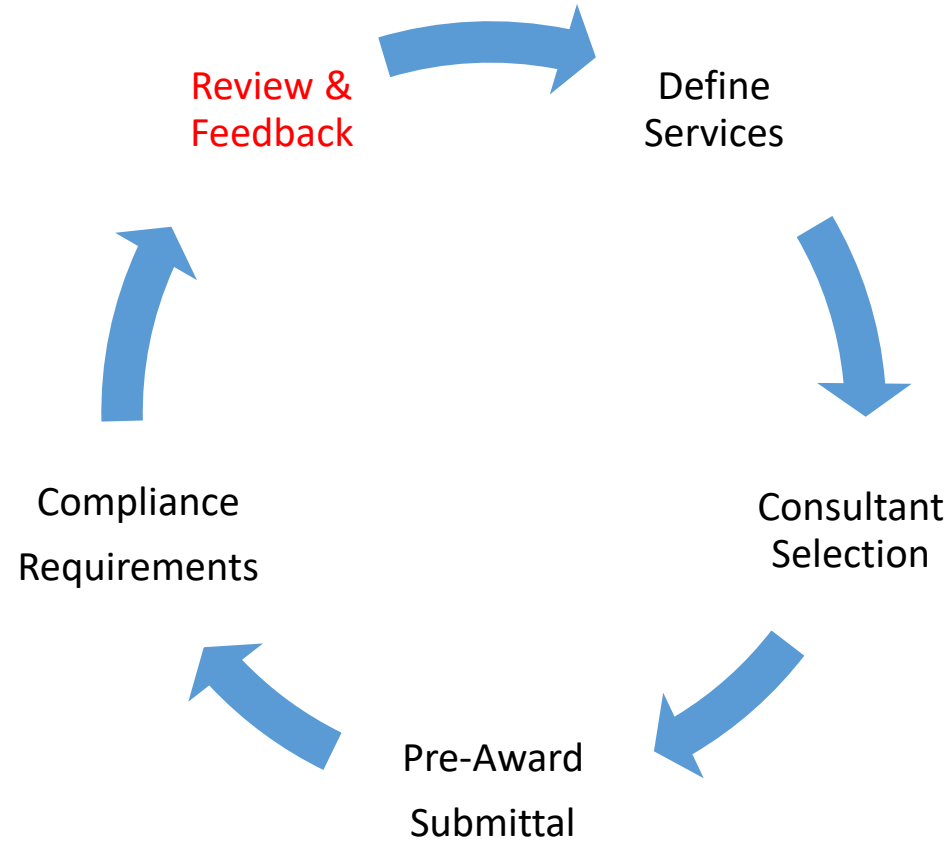
https://bookstore.transportation.org/item_details.aspx?ID=2625

Focus is on auditing and reporting on indirect costs and resultant overhead rates.



QUESTIONS

Procurement Lifecycle



Review & Feedback

Provide quality feedback for firms that request a debrief

- Discuss how they ranked and the pros/cons of their proposal and/or interview
- Be honest, open, & professional—consultants spend a lot of money chasing after these projects so an hour debrief shouldn't be a burden
- Avoid vague statements such as, “firm X just wanted it more”
- Quality debriefs translate into better proposals/interviews which translate into more quality competition
- Don't forget to debrief the chosen firm—they need to hear feedback as well

Review & Feedback

VDOT Consultant Evaluations

- Performed twice a year
- Includes consultants AND sub-consultants
- Based on facts and documentation - not personal biases
- Consultant reviews and can provide written comments for any unsatisfactory evaluation
- Consultant Performance Report Template (AS-415)

AS-415
98JUL31

COMMONWEALTH OF VIRGINIA
DEPARTMENT OF TRANSPORTATION
CONSULTANT PERFORMANCE REPORT

Prime _____ Sub _____ Date: _____

Type of Report: Interim _____ Post Design _____ Post Construction _____

Consultant: _____

Address: _____

Project Manager: _____ Discipline Manager: _____

VDOT Project Manager: _____ Division/District: _____

Route: _____ City/County: _____ Project No.: _____

Description of Work: _____

Contract Value: \$ _____ Date Contract Completed: _____

DBE or WBE goal for contract: _____% Category of Consultant Work (A, B, C or D): _____

A - On-call surveying
B - Preliminary engineering
C - Inspection
D - Operations & maintenance

STATUS REPORT:
1. Estimated total percent of contract completed: _____%
2. Tasks completed or underway at this site: _____

3. Estimated percent of contract to be done by DBE or WBE: _____%

Rating Points for individual items and overall score

Exceptional	5
Exceeds Expectations	4
Meets Expectations	3
Needs Improvement	2
Poor	1
Not Applicable	NA

Note: Any rating less than 3 requires appropriate comment. Comments supporting all ratings should be given. The rating must be reviewed with the consultant. Scores may be given in tenths of a point. A score of 3 indicates the consultant meets the terms and conditions of the contract. A score of 5 would indicate that the consultant has far exceeded what is normally expected. Ratings shall be based on facts and documentation and not personal prejudices.

I. ATTITUDE AND COOPERATION: RATING

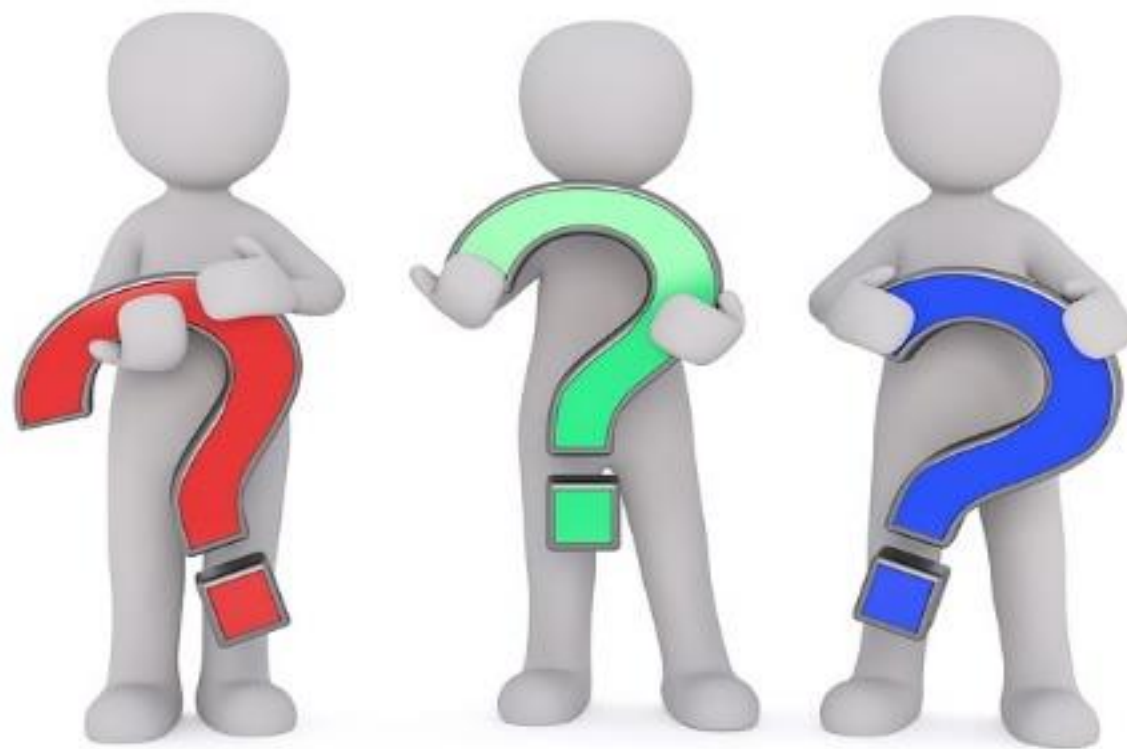
1. Cooperation with VDOT:	_____
2. Cooperation with other agencies, firms, cities, etc.:	_____
3. Attitude toward public:	_____
4. Attitude toward work:	_____
5. Application of Specifications and Standards:	_____
6. Scope of work and terms of Agreement followed:	_____

Review & Feedback

Overall

- Make time to discuss how things are going
 - Schedule a separate meeting to provide feedback on the contract
 - Use these meetings to brainstorm process or procedural improvements
- Don't wait until the end of the contract to discuss performance issues
- Don't let the work overshadow the need to make changes in personnel or processes





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