

CONTRACTOR:							
PROJECT NAME:							
DESCRIPTION:		Ranking					
CONTRACT No.:	START DATE:	<small>For definitions refer to Backup sheets</small>					
CONTRACT VALUE:	COMPLETION DATE:	U	I	ME	EE	EX	N/A
A. SAFETY & COMPLIANCE - Laws & Standards		sub-score	#DIV/0!	Weight	25%		
1. Did the contractor comply with OHS requirements?							
2. Did the contractor adhere to environmental, (non-OHSA) safety requirements, and other laws & policies?							
3. Did the contractor take adequate precautions with any hazardous materials and designated substances?							
B. QUALITY - Compliance with Contract Standards & Specifications		sub-score	#DIV/0!	Weight	25%		
1. Did the contractor comply with standards and specifications in the contract?							
2. Was the quality and workmanship in compliance with the contract documents?							
3. Did the contractor promptly & effectively correct defective work as the project progressed?							
C. ORGANIZATION - Work Plan and Management		sub-score	#DIV/0!	Weight	12.5%		
1. Did the contractor submit a satisfactory baseline schedule in compliance with the contract?							
2. Did the contractor commence the work on time?							
3. Did the contractor submit schedule updates in accordance with the contract?							
4. Did the contractor adequately staff and resource the project in compliance with the contract?							
5. Did the contractor provide adequate & competent site supervision?							
6. Did the contractor effectively coordinate and manage the work of its subcontractors?							
7. Did a person with decision-making authority represent the contractor at pay/progress meetings?							
8. Did the contractor submit timely, relevant requests for information (RFIs) as needed?							
9. Were shop drawings submitted according to shop drawing schedule and in compliance with the contract?							
D. EXECUTION - Work Performance		sub-score	#DIV/0!	Weight	25%		
1. Did the contractor complete the project on time?							
2. Did the contractor follow the approved schedule and meet milestones?							
3. Did the contractor provide effective quality control?							
4. Did the contractor keep the site clean and free of trash and debris in compliance with the contract?							
5. Did the contractor promptly comply with change orders, change directives, site instructions, and RFQs?							
6. Did the contractor seek authorization to perform extra or additional work?							
7. Did the contractor adequately address disputes, damages and claims with third parties to City PM's knowledge?							
8. Was the quality and submission timelines of the following items acceptable?							
8.1 Look ahead schedules or work plans							
8.2 Accurate and complete record documents (as-builts)							
8.3 Complete operations and maintenance manuals and closeout documents							
8.4 Secure and/or closed applicable municipal permits							
8.5 Startup testing and commissioning reports							
8.6 Training plan and manuals							
E. ADMINISTRATION - Contractor Performance and Diligence		sub-score	#DIV/0!	Weight	12.5%		
1. Did the contractor communicate, cooperate, collaborate with the contract administrator, project team & stakeholders?							
2. Did the contractor participate in resolving project problems and display initiative to implement solutions?							
3. Did the contractor demonstrate accountability for problems for which they were responsible?							
4. Did the contractor submit accurate, complete invoices in a timely manner?							
5. Did the contractor provide competitive change order pricing?							
6. Did the contractor accept responsibility for the full scope and extent of the contract?							
7. Did the contractor coordinate to minimize disruption to the public and City operations?							
		#DIV/0! Total Score (weighted)					
	Name (Print or Type)	Signature			Date		
Project Manager:							
Manager:							
Director: <small>(required for Final only)</small>							

NOTE: If the contractor disagrees with this evaluation, it is to submit its objections in writing with supporting evidence within five (5) business days to the Division Manager (for Interim Reports) or to the Division Director (for Final Reports)

EX - EXCEPTIONAL - Far exceeded expectations due to exceptionally high quality of performance and work in all areas of responsibility adding value to the project.
EE - EXCEEDS EXPECTATIONS - Consistently exceeded expectations in all essential areas of responsibility and quality of performance and work overall excellent
ME - MEETS EXPECTATIONS - Consistently met expectations in all essential areas of responsibility with few if any issues.
I - IMPROVEMENT NEEDED - Performance failed to meet expectations in one or more essential areas of responsibility. Usually requires some additional staff time and resources.
U - UNSATISFACTORY - Consistently below expectations in most essential areas of responsibility. Usually requires much additional staff time and resources.

For ranks of U and EX, Evaluator's must provide comments with details and links to specific minutes, consultant reports, memos, log notes etc. Provide eDoc #s wherever possible. Comments for I, ME, EE ranks are optional.

A. SAFETY & COMPLIANCE - Laws & Standards **COMMENTS/BACKUP**

A1	<p>Did the contractor comply with OHSA requirements?</p> <p>EX - Performance in this area can not be Exceptional EE - Strict compliance with OHSA requirements with no exceptions ME - Complies with OHSA requirements with very minor issues that are immediately remedied I - Inconsistent compliance with OHSA requirements; minor contraventions that are corrected; few if any lost time injuries and no critical injuries U - Does not comply with an appropriate safety program; lost time injuries, including but not limited to critical injuries; serious OHSA contraventions and/or convictions N/A - The question is not applicable to this evaluation.</p>	<p>ranking = N/A</p>
A2	<p>Did the contractor adhere to environmental, (non-OHSA) safety requirements, and other laws & policies?</p> <p>EX - Performance in this area can not be Exceptional EE - Fully complies with environmental and (non-OHSA) safety requirements, fair wage, human rights and other laws and policies required by the contract. No problems. ME - Complies with above. Minimal problems, if any. I - Inconsistent compliance with (non-OHSA) safety requirements, fair wage, human rights or other laws and policies required by the contract; minor contraventions that are corrected U - Failure to adhere to environmental and (non-OHSA) safety requirements, fair wage, human rights or other laws and policies required by the contract; not responsive to directives; requires much additional staff time/resources N/A - The question is not applicable to this evaluation.</p>	<p>ranking = N/A</p>
A3	<p>Did the contractor take adequate precautions with any hazardous materials and designated substances?</p> <p>EX - Performance in this area can not be Exceptional EE - Strict compliance with City's designated substances policy, contract requirements for hazardous materials, policies and bylaws ME - Complies with City's designated substances policy, contract requirements for hazardous materials, policies and bylaws; minor contraventions with swift correction I - Inconsistent compliance with the City's designated substances policy, contract requirements for hazardous materials, policies or bylaws; requires some additional staff time/resources U - Failure to comply with the City's designated substances policy, contract requirements for hazardous materials, policies or bylaws; requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>	<p>ranking = N/A</p>

B. QUALITY - Compliance with Contract Standards & Specifications **COMMENTS/BACKUP**

B1	<p>Did the contractor comply with standards and specifications in the contract?</p> <p>EX - Strict adherence to contract documents. Approved variations added value. EE - Strict adherence to contracts documents especially standards and specifications ME - Some approved deviations but essentially in compliance with standards and specifications I - Problems with compliance with standards and specifications in the contract, but conflicts are resolved. Requires some additional staff time/resources. U - Work frequently does not adhere to the contract standards and specifications resulting in delays and/or claims. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>	<p>ranking = N/A</p>
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B2	Was the quality and workmanship in compliance with the contract documents?	ranking = N/A
<p>EX - Superior workmanship and quality. Creative, approved substitutions add value. EE - Workmanship is excellent and meets peak requirements of the contract documents.No rework. ME - Minimal problems and defects. The majority of workmanship is good and meets minimum requirements of the contract documents. Some minor rework required. I - The majority of work is satisfactory in compliance with the contract documents with moderate rework. Requires some additional staff time/resources. U - Contractor is made to do several tasks repeatedly due to substandard workmanship and deliverables. Often not in compliance with the contract documents. Extensive rework required. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>		
B3	Did the contractor promptly & effectively correct defective work as the project progressed?	ranking = N/A
<p>EX - Performance in this area can not be Exceptional EE - Contractor promptly responds and addresses all defective work. All work is of the highest quality ME - Timely responses to correct defective work. Quality of work is average. I - Unacceptable work is eventually corrected to the satisfaction of the City. Requires some additional staff time/resources. U - Does not acknowledge or correct problems. Little or no response to repeated defective work and repeated field directives. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>		

C. ORGANIZATION - Work Plan and Management **COMMENTS/BACKUP**

C1	Did the contractor submit a satisfactory baseline schedule in compliance with the contract?	ranking = N/A
<p>EX - Contractor submitted baseline schedule and all submissions on time and complete, accelerating the project. EE - Contractor submitted baseline schedule and all submissions on time and complete ME - Contractor submitted majority of submissions and baseline schedule on time and complete I - Adequate number of submissions on time, resulting in few problems/ delays. Requires some additional staff time/resources U - No satisfactory baseline schedule submitted and very few submissions submitted on time, causing problems. Requires much additional staff time/resources N/A - The question is not applicable to this evaluation.</p>		
C2	Did the contractor commence the work on time?	ranking = N/A
<p>EX - Performance in this area can not be Exceptional EE - Contractor accelerates schedule and mobilizes and commences work ahead of contract requirement ME - Contractor mobilizes and commences work according to the contract requirement. I - Contractor mobilizes and commences work according to the contract requirement with minor delay. U - Contractor slow to mobilize and does not commences work according to the contract requirements, resulting in major delay. N/A - The question is not applicable to this evaluation.</p>		
C3	Did the contractor submit schedule updates in accordance with the contract?	ranking = N/A
<p>EX - Contractor submits timely, accurate schedule updates in accordance with the contract, accelerating the project. EE - The contractor submits schedule updates timely, accurate and in accordance with the contract ME - The contractor submits schedule updates usually timely, accurate and in accordance with the contract I - The contractor submits schedule updates periodically with some inaccuracies but largely in accordance with contract. Requires some additional staff time/resources. U - The contractor frequently submits schedule updates late, inaccurate and not in accordance with the contract. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>		

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C4	Did the contractor adequately staff and resource the project in compliance with the contract?	ranking = N/A
<p>EX - The project is well staffed with highly qualified workforce, capable of successfully maintaining an accelerated project schedule, appropriate equipment always well maintained and available when needed, adding significant value to the project EE - The project is well staffed with highly qualified workforce, capable of successfully maintaining an accelerated project schedule, equipment always well maintained and available when needed. ME - The project has a qualified workforce and maintains an aggressive schedule. Equipment needed is usually available, no delays. I - Adequately staffed, periodically hinders project, equipment needed often available, minor delays. U - Poorly staffed, equipment is not available or reliable constantly resulting in delays N/A - The question is not applicable to this evaluation.</p>		
C5	Did the contractor provide adequate & competent site supervision?	ranking = N/A
<p>EX - Exceptional site supervision anticipating problems and adding significant value to the project. EE - Well staffed with highly qualified site supervision present to direct others as needed ME - Qualified site supervision with necessary skill present to direct others as needed I - Adequately staffed with sufficient site supervision periodically hindering project. Requires some additional staff time/resources. U - Poorly staffed, unqualified site supervision constantly hindering project. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>		
C6	Did the contractor effectively coordinate and manage the work of its subcontractors?	ranking = N/A
<p>EX - Performance in this area can not be Exceptional EE - Superior workmanship. Contractor effectively coordinates and manages the work of its subcontractors ME - Minimal problems, the majority of coordination and management of subcontractors is good I - The majority of coordination and management meets project requirements but moderate rework required. Requires some additional staff time/resources. U - Contractor does not effectively coordinate and manage the work of its subcontractors and requires extensive rework. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>		
C7	Did a person with decision-making authority represent the contractor at pay/progress meetings?	rank = N/A
<p>EX - Pay/Progress meetings always attended by decision-making authority. Adds value to project. EE - Pay/Progress meetings always attended by decision-making authority ME - Pay/Progress meetings usually attended by decision-making authority I - Pay/Progress meetings mostly have sufficient representation by decision-making authority U - Pay/Progress meetings have little or no attendance by decision-making authority N/A - The question is not applicable to this evaluation.</p>		
C8	Did the contractor submit timely, relevant requests for information (RFIs) as needed?	ranking = N/A
<p>EX - Timely, accurate and in accordance with contract anticipating and avoiding problems and delays. EE - Timely, accurate and in accordance with contract ME - Usually timely, accurate and in accordance with contract I - Frequently late, sometimes inaccurate, and sometimes not in accordance with contract. Requires some additional staff time and resources. U - Constantly late, inaccurate, requiring frequent reminders, seldom in accordance with contract. Requires much additional staff time and resources. N/A - The question is not applicable to this evaluation.</p>		

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C9	Were shop drawings submitted according to shop drawing schedule and in compliance with the contract?	ranking = N/A
<p>EX - Schedule and all shop drawings submitted on time and complete. Creative, approved substitutions added value to the project. EE - Schedule and all shop drawings submitted on time and complete ME - Schedule and most shop drawings submitted on time and complete I - Few schedules and shop drawings submitted on time resulting in problems/delays. Requires some additional staff time and resources. U - Poor or no schedule and shop drawings submitted on time, causing problems. Requires much additional staff time and resources. N/A - The question is not applicable to this evaluation.</p>		

D. EXECUTION - Work Performance **COMMENTS/BACKUP**

D1	Did the contractor complete the project on time?	ranking = N/A
<p>EX - Contractor exceeds contractual completion date. EE - Contractor meets contractual completion date with no extensions. ME - Contractor meets contractual completion date with approved extensions. I - Contractor misses contractual completion date. Makes efforts to mitigate delay. Requires some additional staff time/resources. U - Contractor misses contractual completion date. Makes little effort to mitigate delay. Requires much additional staff time/resources. N/A - N/A is to be chosen for all but the final evaluation once the project is completed.</p>		

D2	Did the contractor follow the approved schedule and meet milestones?	ranking = N/A
<p>EX - Maintains an accelerated project schedule resulting in early completion of project before contract completion date EE - Meets all milestones and schedule. ME - Meets schedule and key milestones. I - Behind schedule and some key milestones missed. Requires some additional staff time/resources. U - Continually behind schedule and most key milestones missed. Requires much more additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>		

D3	Did the contractor provide effective quality control?	ranking = N/A
<p>EX - Exceptional QA/QC. No deficiencies. Adds value to Project. EE - Excellent QA/QC. Minor if any deficiencies which are corrected quickly. No additional staff effort required. ME - Adequate quality control. Few deficiencies which are corrected quickly I - Poor quality control. Some deficiencies which takes some additional staff time and effort to correct. U - Unacceptable QA/QC. Many deficiencies which requires much additional staff time and effort to correct. N/A - The question is not applicable to this evaluation.</p>		

D4	Did the contractor keep the site clean and free of trash and debris in compliance with the contract?	ranking = N/A
<p>EX - Performance in this area can not be Exceptional EE - Project site kept very clean and free of trash and debris ME - Most trash, debris cleaned up on a daily basis from project site I - Contractor periodically cleans up project site with minimal directive U - Non-responsive to repeated directives to clean up project site. Site not clean and visible trash and debris N/A - The question is not applicable to this evaluation.</p>		

D5	Did the contractor promptly comply with change orders, change directives, site instructions, and RFQs?	ranking = N/A
<p>EX - Performance in this area can not be Exceptional EE - All change orders, change directives, site instructions, RFQ's responded to immediately ME - All change orders, change directives, site instructions, RFQ's responded to in a timely manner with proper accurate documents I - Most change orders, change directives, site instructions, RFQ's responded to in a timely manner, some delays and problems U - Generally non-responsive to change orders, change directives, site instructions. Slow response to RFQs. N/A - The question is not applicable to this evaluation.</p>		

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D6	Did the contractor seek authorization to perform extra or additional work?	ranking = N/A
	<p>EX - Performance in this area can not be Exceptional EE - Provides quote and proceeds only after approval received. Occasionally expands scope at no cost to City. ME - Provides quote and proceeds only after approval received. I - Occasionally proceeds with work before quote reviewed and approved. U - Frequently proceeds with work without review or approval. N/A - The question is not applicable to this evaluation.</p>	
D7	Did the contractor adequately address disputes, damages and claims with third parties to City PM's knowledge	ranking = N/A
	<p>EX - On exceptional terms with subcontractors, utilities and public. No disputes. No liens or formal claims. Excellent working relationships adds value to the project. EE - On excellent terms with subcontractors, utilities and public. Few if any disputes resolved promptly. ME - Mostly on good terms with subcontractors, utilities and public. Resolves disputes, liens and formal claims promptly. I - Sometimes on good terms with subcontractors, utilities and public. Resolves disputes, liens and formal claims requiring some staff time and effort. U - Rarely on good terms with subcontractors, utilities and public. If resolved, disputes, liens and formal claims require much staff time and effort. N/A - The question is not applicable to this evaluation.</p>	
D8	Was the quality and submission timelines of the following items acceptable?	
D8.1	● Look ahead schedules or work plans	ranking = N/A
D8.2	● Accurate and complete record documents (as-builts)	ranking = N/A
D8.3	● Complete operations and maintenance manuals and closeout documents	ranking = N/A
D8.4	● Secure and/or closed applicable municipal permits	ranking = N/A
D8.5	● Startup testing and commissioning reports	ranking = N/A
D8.6	● Training plan and manuals	ranking = N/A
	<p>EX - All submissions on time and of exceptional quality, adding value to the project. EE - All submissions on time and of excellent quality. ME - Most submissions on time and of good quality. Remaining revised and resubmitted quickly. I - Some submissions late and of poor quality. Remaining revised and resubmitted slowly requiring some additional staff time and resources. U - Most submissions late and of poor quality. Much revision and resubmission requiring much additional staff time and resources. N/A - The question is not applicable to this evaluation.</p>	

E ADMINISTRATION - Contractor Performance and Diligence	COMMENTS/BACKUP
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E1	Did the contractor communicate, cooperate, collaborate with the contract administrator, project team & stakeholders?	ranking = N/A
	<p>EX - Communication with the contract administrator and all stakeholders excellent and in accordance with the contract documents, adding significant value to the project. EE - Communication with the contract administrator and all stakeholders excellent and in accordance with the contract documents ME - Communication with the contract administrator and all stakeholders timely, satisfactory, and in accordance with the contract I - Communication with the contract administrator and all stakeholders poor and causes periodic problems. Requires some additional staff time/resources. U - Contractors communication with the contract administrator and all stakeholders poor and the cause of constant problems. Strongly impacts the success of the project. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>	
E2	Did the contractor participate in resolving project problems and display initiative to implement solutions?	ranking = N/A
	<p>EX - Cooperates in solving project problems often mitigating them. Creative solutions add value. No arguments, few and fair Change Orders. Quick resolution. EE - Cooperates in solving problems sometimes mitigating them. Few arguments, fair Change Orders and quick resolution. ME - Consistently cooperates in solving problems. Few arguments, reasonable solutions, quotes and timelines offered to solve. I - Reluctant to cooperate. Few reasonable solutions offered. Moderate number of arguments, expensive Change Orders and requires some additional staff time/resources to resolve. U - Rarely cooperates. Few reasonable solutions offered. Many arguments, expensive Change Orders and requires much additional staff time/resources to resolve. N/A - The question is not applicable to this evaluation.</p>	

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E3	Did the contractor demonstrate accountability for problems for which they where responsible?	ranking = N/A
<p>EX - Cooperates in solving their problems and others. Creative solutions add value. Always accepts responsibility for their errors with no argument and quick resolution. EE - Always cooperates in solving problems often mitigating them. Always accepts responsibility for their errors with no argument and quick resolution. ME - Consistently cooperates in solving problems (damages, errors, ommisions, defective work) usually accepting responsibility. Few arguments and quick resolution. I - Reluctant to solve problems, frequently avoiding responsibility for their errors. Moderate number of arguments and requires some additional staff time/resources to resolve. U - Rarely acknowledges problems, avoiding responsibility and compounds them. Argumentative requiring much additional staff time/resources to resolve. N/A - The question is not applicable to this evaluation.</p>		
E4	Did the contractor submit accurate, complete invoices in a timely manner?	ranking = N/A
<p>EX - Performance in this area can not be Exceptional EE - No errors, accurate representation of work completed ME - Few billing errors, quickly corrected and submitted I - Some billing errors, corrected and submitted requiring some staff time/resources to resolve U - Too many errors; frequent misrepresentations of completed work requiring much staff time/resources to resolve N/A - The question is not applicable to this evaluation.</p>		
E5	Did the contractor provide competitive change order pricing?	ranking = N/A
<p>EX - Change order quotes are reasonable, timely. Occassionally expands scope at not cost to City. EE - Change order quotes are reasonable and timely; no unresolved issues ME - Change order quotes are reasonable and timely with complete backup documentation, few unresolved issues I - reluctant to negotiate, sometimes compromises, some unresolved issues remain. Requires some additional staff time to resolve. U - Contractor is not willing to compromise. Difficult, if not impossible, to negotiate with; many unresolved issues requiring much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>		
E6	Did the contractor accept responsibility for the full scope and extent of the contract?	ranking = N/A
<p>EX - Complete acceptance of their scope and financial responsibility. No omissions, no arguments. Value added to project by suggestions improving scope or reducing City cost. EE - Complete acceptance of their scope and financial responsibility. No omissions, no arguments. ME - Good acceptance of their scope and financial responsibility. Few omissions and few arguments most resolved to City's satisfaction I - Poor acceptance of their scope and financial responsibility. Several omissions and several arguments; some not resolved to City's satisfaction. Requires some additional staff time/effort. U - Poor acceptance of their scope and financial responsibility. Many omissions and many frivolous arguments often not resolved to City's satisfaction. Requires much additional staff time/effort. N/A - The question is not applicable to this evaluation.</p>		
E7	Did the contractor coordinate to minimize disruption to the public and City operations?	ranking = N/A
<p>EX - Exceptional coordination/planning, always proactive, always resulting in satisfied staff and public. EE - Excellent coordination/planning always proactive, usually resulting in satisfied staff and public. ME - Good coordination/planning usually proactive, often resulting in satisfied staff and public. I - Poor coordination/planning often reactive, sometimes resulting in unsatisfied staff and public. Requires some additional staff time/resources. U - Poor or no coordination/planning usually reactive, often resulting in unsatisfied staff and public. Requires much additional staff time/resources. N/A - The question is not applicable to this evaluation.</p>		