Evaluating Work of Contractors

City & Contractor Liaison meeting
November 18, 2015
Agenda

I. Introduction
II. City Services Auditor audit summary
III. Ways this may go off track
IV. Evaluations: when, how, what, who
V. Using evaluations: possible deliverables
VI. How you can help
Controller City Services Auditor

Tonia Lediju
Mark de la Rosa
Potential Pitfalls

1. Assumptions
2. Associations
3. Uncertainty of design phase
4. Difficult ≠ impossible
5. “What you should be working on is....”
6. Subjectivity ≠ impossibility
7. Tracking and evaluation ≠ “It’s your fault.”
8. Circularity of process
Performance Evaluation Cycle

1. Develop binding requirement
2. Develop evaluation form
3. Obtain contractor feedback to ensure accuracy & balance
4. Maintain a contractor information database
5. Use evaluations in selection
$32,000,000,000
Why consider past performance?
What questions are in the evaluation?
Deliverable - Better Evaluations

- Automated and shared
- Results-oriented
- Articulated criteria
- NOT opinion of one individual
- Trend > snapshot
- Use multiple sources
- Contractors comment/offer feedback

- Standard
- Track core metrics: cost, schedule, technical performance and customer satisfaction
- Subcontractors above a threshold evaluated
- Tailored
- Mandatory
Performance Evaluation Cycle

1. Develop binding requirement
2. Develop evaluation form
3. Obtain contractor feedback to ensure accuracy & balance
4. Maintain a contractor information database
5. Use evaluations in selection
Deliverable – **Possible** Places to Consider Past Performance

– Prequalification
– Los Angeles
– Best value
Sources of Past Performance Information

• Contractor-completed past performance questionnaires
• City evaluations
• Documented staff knowledge
• Public or private customer surveys
• Documented certifications
• Documented awards
• Documented violations
• Any other reasonable, documented, basis.
Sources of Past Performance Information

*Not to scale*
Input Opportunities

1. Develop binding requirement
2. Develop evaluation form
3. Obtain contractor feedback to ensure accuracy & balance
4. Maintain a contractor information database
5. Use evaluations in selection
Contact Information

Nicolas King
415 557-4672
Nicolas.King@sfdpw.org
30 Van Ness, 3rd floor