1. CONTRACT DOCUMENTS

1.1 Were contract documents submitted complete, accurate and in accordance with ECS guidelines (e.g. cost proposals, insurance certificates, key personal changes, audit related information, closeout documents, etc)?

Score Definition for Question: 01.1
N/A Not Applicable
01 Contract documents/forms consistently incomplete; major revisions needed most of the time
02 Contract documents/forms frequently incomplete; revisions needed more than 50% of the time
03 Contract documents/forms adequately complete; some revisions needed
04 Contract documents/forms complete; minor revisions needed
05 Contract documents/forms always complete; no revisions needed

1.2 Were contract documents submitted on time (e.g., cost proposals, insurance certificates, key personnel changes, audit related information, closeout documents, etc.)?

Score Definition for Question: 01.2
N/A Not Applicable
01 Contract documents/forms always submitted late
02 Contract documents/forms often submitted late
03 Contract documents/forms usually submitted on time
04 Contract documents/forms submitted on time
05 Contract documents/forms always submitted on time; sometimes early

1.3 Did the Consultant comply with audit requirements (i.e., is responsive to audit information requests including timely submission of overhead/pricing information, has compliant accounting system, and submits overhead/pricing information in compliance with applicable Federal Acquisition Regulation including Cost Accounting Standards and ADOT Policy)?

Score Definition for Question: 01.3
N/A Not Applicable
01 Contract documents/forms always submitted late
02 Contract documents/forms often submitted late
03 Contract documents/forms usually submitted on time
04 Contract documents/forms submitted on time
05 Contract documents/forms always submitted on time; sometimes early

1.4 Did the Consultant notify ECS on an annual basis of the overhead charges as required in the contract?

Score Definition for Question: 01.4
N/A Not Applicable
01 Did not notify ECS as required
02 Sometimes notified ECS as required
03 Notified ECS 50 % of the time as required
04 Notified ECS more than 75% of the time as required
05 Always notified ECS as required
2. CONTRACT MODIFICATIONS

2.1 Were contract modifications and task orders submitted accurate, complete (including Financial details and summary), sufficiently documented (with required documentation and backup) and in accordance with ECS guidelines?

Score Definition for Question: 02.1
N/A Not Applicable
01 Contract documents/forms consistently incomplete; major revisions needed most of the time
02 Contract modification documents/forms frequently incomplete; revisions needed more than 50% of time
03 Contract modification documents/forms adequately (75%-80%) complete with cost proposal & justification; some revisions needed
04 Contract modification documents/forms complete with cost proposal & justification; minor revisions needed
05 Contract modification documents/forms always complete with cost proposal & justification; no revisions needed

2.2 Were contract modifications and task orders submitted on time?

Score Definition for Question: 02.2
N/A Not Applicable
01 Contract documents/forms always submitted late
02 Contract documents/forms often submitted late
03 Contract documents/forms usually submitted on time
04 Contract documents/forms submitted on time
05 Contract documents/forms always submitted on time; sometimes early

3. PAYMENT REPORTS

3.1 Were submitted progress payment reports accurate, properly substantiated (correct back-up documents), all costs are allowable, and monthly progress payment report included financial details and summary?

Score Definition for Question: 03.1
N/A Not Applicable
01 Progress Payment Reports consistently inaccurate with unallowable costs and/or does not follow ECS procedures
02 Majority of Progress Payment Reports inaccurate; frequent unallowable cost submitted and/or does not follow ECS procedures
03 Progress Payment Reports accurate most of the time (75%); some unallowable cost submitted and/or adequately (75%-80%) follows ECS procedures
04 Progress Payment Reports accurate; few unallowable cost submitted and/or follows ECS procedures most of the time (90%)
05 Progress Payment Reports always accurate; no unallowable cost submitted and/or consistently follow ECS procedures

3.2 Were progress payment reports submitted on time or early?

Score Definition for Question: 03.2
N/A Not Applicable
01 Progress Payment Reports consistently submitted late
02 Progress Payment Reports often submitted late
03 Progress Payment Reports usually submitted on time
04 Progress Payment Reports submitted on time
05 Progress Payment Reports always submitted on time; sometimes early
3. PAYMENT REPORTS - (continued)

3.3 Were payments to Subconsultants made timely by Prime Consultants based on contractual requirements and the Arizona Prompt Payment Law (A.R.S. § 28-411)?

Score Definition for Question: 03.3
N/A Not Applicable
01 Subconsultants are consistently paid late
02 Subconsultants are often paid late
03 Subconsultants are usually paid on time
04 Subconsultants are paid on time
05 Subconsultants are always paid on time; sometimes early

4. CONTRACT COMPLIANCE & COMMUNICATION

4.1 How did the Consultant respond to written and verbal requests from ECS, Audit or other ADOT Staff?

Score Definition for Question: 04.1
N/A Not Applicable
01 Poor correspondence, communications and response to request; often does not return phone calls
02 Correspondence, communications and response to request prompt less than half of the time
03 Correspondence, communications and adequately responds (75%-80%) to requests
04 Correspondence and communications prompt most of the time (90%); addressed most requests
05 Promptly responded to correspondence and all verbal request from ECS, Audit or other ADOT staff

4.2 Did the Consultant comply with all contract terms and conditions and/or follow ECS/ADOT procedures?

Score Definition for Question: 04.2
N/A Not Applicable
01 Non-compliance with contract terms and conditions and/or consistently does not follow ECS/ADOT procedures
02 Non-compliance with contract terms and conditions and/or frequently does not follow ECS/ADOT procedures
03 Adequately complies with contract terms and conditions and/or follows ECS/ADOT procedures
04 Complies with contract terms and conditions and/or follows ECS/ADOT procedures
05 Complies with all contract terms & conditions and follows ECS/ADOT procedures

5. COOPERATION AND COMMUNICATION

5.1 How did the Consultant respond to written and verbal requests?

Score Definition for Question: 05.1
N/A Not Applicable
01 Poor correspondence, communications and response to requests; often does not return calls
02 Correspondence, communications and response to requests is prompt less than half of the time
03 Correspondence, communications and response to requests is adequate.
04 Correspondence and communications prompt most of the time (90%); addressed most requests
05 Promptly responded to correspondents and all verbal request from ADOT, public, and/or other constituencies
5. COOPERATION AND COMMUNICATION (continued)

5.2 What kind of rapport and working relationship did the Consultant have with stakeholders?

Score Definition for Question: 05.2
N/A Not Applicable
01 Poor rapport with ADOT, public and/or other constituencies
02 Below average rapport and working relationship with ADOT, public and/or other constituencies
03 Good rapport and working relationship with ADOT, public and/or other constituencies
04 Very good rapport and working relationship with ADOT, public and/or other constituencies
05 Excellent rapport and working relationship with ADOT, public and/or other constituencies

5.3 How prepared, cooperative, flexible, open to suggestions was the Consultant's team?

Score Definition for Question: 05.3
N/A Not Applicable
01 Team often uncooperative, unprepared and resists changes
02 Team sometimes uncooperative, unprepared and less open to suggestions
03 Team cooperative, prepared and willing to change when necessary
04 Team cooperative, generally prepared and open to suggestions
05 Team very cooperative, well prepared, flexible and very open to suggestions

5.4 How effective was the Consultant at dispute resolution?

Score Definition for Question: 05.4
N/A Not Applicable
01 Major disputes occurred that needed to be resolved through informal or formal dispute resolution
02 Multiple time consuming disputes to resolve; some resolved at the second dispute resolution level
03 Average number of disputes that were handled at the Team or Project Manager level
04 Very minor disputes that were resolved well at the Team or Project Manager level
05 Little or no disputes

6. TECHNICAL PERFORMANCE

6.1 How did the Consultant meet the project requirements (e.g., scope, schedule, budget, other terms of agreement, etc.)?

Score Definition for Question: 06.1
N/A Not Applicable
01 Significant variation from scope of work and terms of agreement
02 Scope of work and terms of agreement followed with major changes
03 Scope of work and terms of agreement followed with some changes
04 Scope of work and terms of agreement followed with minor changes
05 Scope of work and terms of agreement followed very well with no changes required
6.2 How was their technical competency (e.g., documentation, ideas, technical assumptions, strategy, reports, etc.)?

**Score Definition for Question: 06.2**

N/A Not Applicable  
01 Consistently lack of documentation and justification of strategy, designs and/or reports  
02 Periodically lacks documentation and justification of many strategies, designs and/or reports  
03 Adequately documented and justified technical assumptions for strategy, design and/or reports  
04 Well documented and justified technical assumptions for strategy, design and/or reports  
05 Very innovative ideas; creative solutions with excellent documentation and justified technical assumptions for strategy, design and/or reports

6.3 What was the quality of their work (i.e., did they follow ADOT engineering or industry specs, standards, etc.)?

**Score Definition for Question: 06.3**

N/A Not Applicable  
01 Work not according to ADOT, engineering or industry specifications/standards; revisions always required  
02 Work often not according to ADOT, engineering or industry specifications/standards; revisions frequently required  
03 Work meets ADOT, engineering or industry specifications/standards; some revisions required  
04 Work often meets or exceeds ADOT, engineering or industry specifications/standards; very few revisions required  
05 Work exceeds ADOT, engineering, and/or industry specifications/standards; no revisions required.

7. DELIVERABLES

7.1 Were deliverables submitted as expected (i.e., error free, complete and properly documented)?

**Score Definition for Question: 07.1**

N/A Not Applicable  
01 Deliverables repeatedly submitted with multiple problems  
02 Review comments resolved during second/third round of review  
03 Review comments resolved during first round of review  
04 Minor corrections required for some deliverables  
05 All deliverables submitted were error-free, complete and properly documented.

7.2 Were deliverables and schedules on time?

**Score Definition for Question: 07.2**

N/A Not Applicable  
01 Consistently late with deliverables and schedule  
02 Sometimes late with deliverables and schedule  
03 Generally on time with deliverables and schedule  
04 Always on time with deliverables and schedule  
05 Always on time with deliverables and schedule; sometimes early
### 7.3 Did negotiations adhere to ADOT guidelines (e.g., fees, schedule, etc.)?

**Score Definition for Question: 07.3**

N/A Not Applicable

- 01 Contract negotiations did not meet ADOT guidelines on fee; well beyond negotiation schedule
- 02 Contract negotiations did not meet many of ADOT guidelines on fee; moderately beyond negotiation schedule
- 03 Contract negotiations generally met ADOT guidelines on fee; slightly beyond negotiation schedule
- 04 Contract negotiations adhered to ADOT guidelines on fee; met negotiation schedule
- 05 Contract negotiations well within ADOT guidelines on fee; ahead of negotiation schedule

### 7.4 Were deliverables within and/or under the budget?

**Score Definition for Question: 07.4**

N/A Not Applicable

- 01 Consistently over budget
- 02 Often over budget
- 03 Usually within budget
- 04 Always within budget
- 05 Always within budget; sometimes under budget

### 8. CONSULTANT PROJECT MANAGER/TEAM

#### 8.1 Was the Consultant's leadership professional; did they create a cohesive team?

**Score Definition for Question: 08.1**

N/A Not Applicable

- 01 Ineffective team lacking cohesiveness
- 02 Below average leadership and team interactions
- 03 Adequate leadership and team interactions
- 04 Good leadership; strong team
- 05 Excellent leadership; very professional cohesive team

#### 8.2 Did the Consultant anticipate and resolve issues and was he/she prepared?

**Score Definition for Question: 08.2**

N/A Not Applicable

- 01 Many unresolved issues; unorganized; duplication of effort; lack coordination and delegation efforts.
- 02 Resolved issues slowly and usually ineffectively; frequently unprepared for contingencies; inconsistent coordination and delegation efforts.
- 03 Adequately resolved issues and learned from mistakes; adequately prepared for contingencies; adequate coordination and delegation efforts.
- 04 Resolved issues well; prepared for most contingencies; effective coordination and delegation efforts.
- 05 Took the initiative; regularly anticipated and resolved issues very well; very prepared for contingencies; excellent coordination and delegation efforts.
8.3 Was the focus on the big picture and task completion?

**Score Definition for Question: 08.3**

N/A Not Applicable

01  Frequent mistakes; consistently reactive rather than proactive

02  Focused mostly on problem resolution than big picture and task completion

03  Focused mostly on task completion rather than the big picture

04  Good focus on big picture and task completion

05  Excellent focus on big picture and task completion

8.4 Did the Consultant manage each Subconsultant’s milestones/tasks/schedule effectively throughout the project?

**Score Definition for Question: 08.4**

N/A Not Applicable

01  Schedule & Quantities not managed - no milestones met & many quantity overruns

02  Schedule & Quantities not effectively managed - 75% milestones not met & many quantity overruns

03  Schedule & Quantities managed (50%) of the time - half of milestones not met & some quantity overruns

04  Schedule & Quantities managed (75%) of the time - 25% of milestones not meet & few quantity overruns

05  Schedule & Quantities managed all the time - all milestones met & no quantity overruns

8.5 Did the Consultant manage each Subconsultant’s progress reports/invoices/payments throughout project?

**Score Definition for Question: 08.5**

N/A Not Applicable

01  Contract documents consistently incomplete and late

02  Contract documents frequently incomplete and often submitted late

03  Contract documents adequately complete with minor changes and usually submitted on time

04  Contract documents complete and submitted on time

05  Contract documents always complete and always on time; sometimes early

9. UTILIZATION OF KEY SUBCONSULTANTS

9.1 Did the Consultant assign tasks to Subconsultants as proposed in the contract?

**Score Definition for Question: 09.1**

N/A Not Applicable

01  Did not assign subconsultant tasks as proposed in contract without any justification

02  Assigned less than 50% subconsultant tasks as proposed in contract with or without a plausible explanation

03  Assigned less than 75% sub consultant tasks as proposed in contract with plausible explanation

04  Assigned 75% subconsultant tasks as proposed in contract

05  Assigned 100% subconsultant tasks as proposed in contract
9.2 Did the Prime Consultant meet DBE Goals?

Score Definition for Question: 09.2
N/A Not Applicable
01 Did not meet goals and no effort was made to achieve goals; no justification on file.
02 Did not meet goals, but performed diligent search for DBE firms
03 Met at least 75% of DBE goals
04 Met DBE goals
05 Exceeded DBE goals

9.3 Did the Prime Consultant on a monthly basis report the DBE participation as detailed in the contract?

Score Definition for Question: 09.3
N/A Not Applicable
01 Did not report DBE participation monthly as required
02 Reported DBE monthly participation less than 75% of the time
03 Reported DBE monthly participation 80% of the time
04 Reported DBE participation 90% of the time
05 Reported DBE participation 100% of the time

9. UTILIZATION OF KEY SUBCONSULTANTS (continued)

9.4 How did the Consultant monitor and manage the performance of the Subconsultant?

Score Definition for Question: 09.4
N/A Not Applicable
01 Unacceptable (Intervention Required)
02 Below expectations (Intervention Required)
03 Meets Expectations
04 Exceeds Expectations
05 Exceptional & Consistent

10. SUBCONSULTANTS

How well did each Subconsultant perform on the contract?

Score Definition for Question: 10.0
01 Unacceptable (Intervention Required)
02 Below Expectations (Intervention Required)
03 Meets Expectations
04 Exceeds Expectations
05 Exceptional & Consistent
11. OTHER (List and provide a general score for any discipline-specific criteria).

**Score Definition for Question: 11.1**

- **N/A** Not Applicable
- **01** Unacceptable (Intervention Required)
- **02** Below Expectations (Intervention Required)
- **03** Meets Expectations
- **04** Exceeds Expectations
- **05** Exceptional & Consistent