

Best Value Procurement

City of Peoria

P10-0051
RESURVEY BENCHMARKS

Christine Finney
Buyer – City of Peoria





Best-Value Objectives

- Goal is to increase efficiency of procurement (both internally and externally)
- Outsource to experts (not just transfer risk...but minimize risk)
- Maximize performance
 - On time
 - No cost increases
 - High customer satisfaction (no complaints)
- Minimize Peoria's management, inspection, and decision making.
- The City will analyze the past performance and current capability of each firm and their critical team components (not price-based award).

Owner's Expectations





Process Comparison

Previous Process

Project Approach

Detailed scope by city staff
(20 pages)

Interviews

Group only

References

City contacted 3 by phone

Best-Value Process

Project Assessment

Vendor addresses specific
project (4 pages)

Interviews

Group and key individuals
interviewed separately

References

Surveys from past clients
25=Firm / 10=Individual



Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

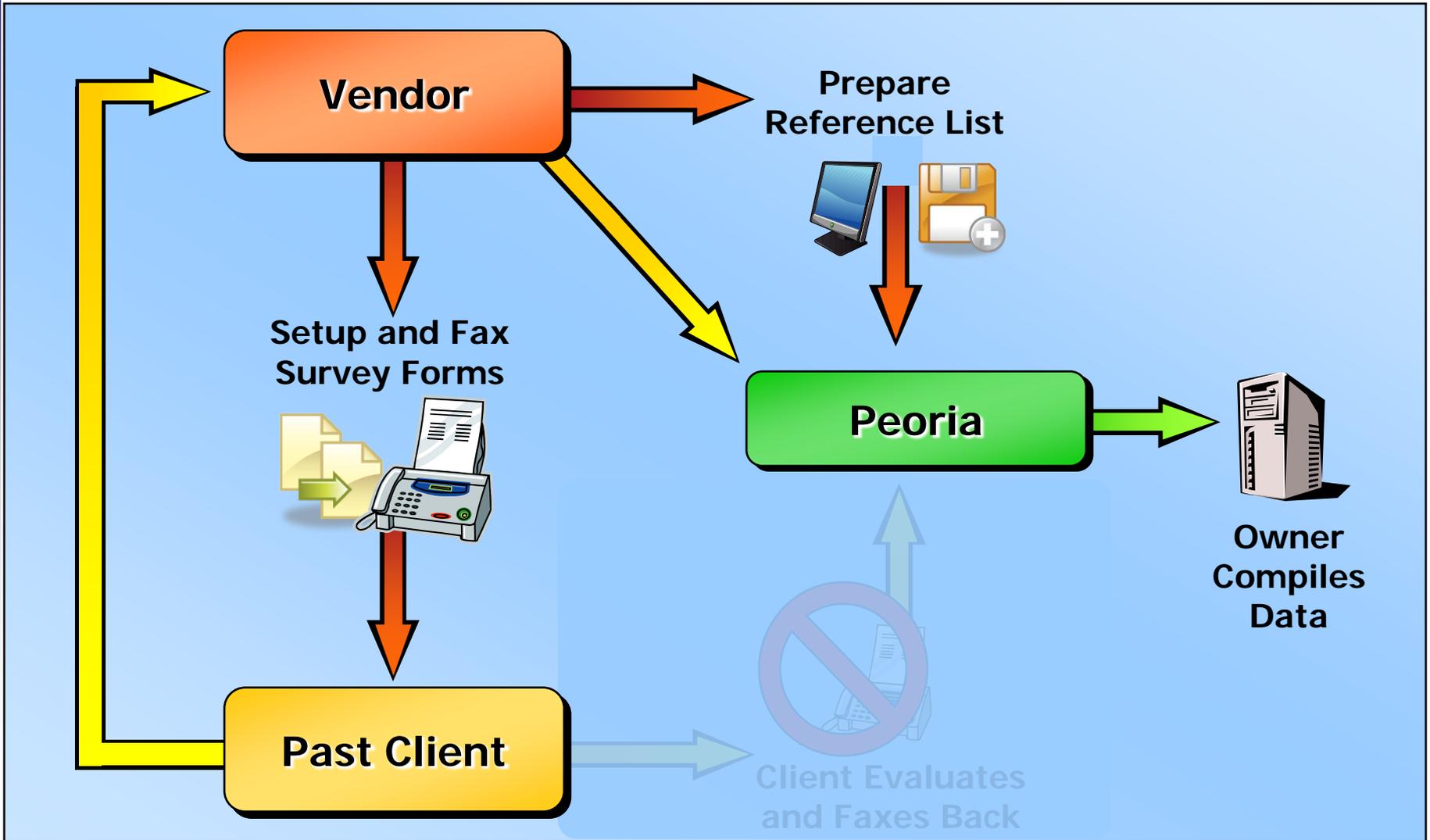
Step 5 – Pre Award Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating



PPI Process



Past Performance Information



- PPI will be collected on all vendors and their critical team components.
- Once the PPI is collected, it is stored in a database.
- The data collection is a one-time process (the vendor can reuse the PPI on future projects).
- Notes:
 - Additional completed projects can be added
 - Additional team members may be requested



Past Performance Information



- Past Performance Information will be collected on:
 1. **The Survey Firm**
 2. **The Project Manager**
 3. **The Lead Surveyor**
 4. **The GIS Technician**

- The performance of ALL components will impact the overall value of the proposal.

- The team components may not be changed/modified after the proposal is submitted.

The Reference List



Attachment 4 - Reference List and Company Profile (Construction).xls

	A	B	C	D	E	F	G	H	I
	CODE	FIRST NAME	LAST NAME	PHONE NUMBER	FAX NUMBER	CLIENT NAME	PROJECT NAME	DATE COMPLETED [MM/DD/YYYY]	COST OF PROJECT
1									
2	1	Kyle	Smith	458-963-8562	458-963-8563	City of Mesa	Mesa Park	5/15/2000	\$36,589
3	2	George	Johnson	549-785-9654	549-785-9655	City of Mesa	Police Building 3	6/8/1999	\$452,389
4	3	Phil	McGill	458-965-7852	458-965-7853	City of Mesa	Cafeteria #1	7/6/1980	\$12,648
5	4	Jake	McReaken	136-621-1264	136-621-1265	ABB Warehouse	Warehouse renovation	6/2/1995	\$154,893
6	5	Bob	Hardy	658-965-8965	658-965-8966	ADOT	Stapley Road Overpass	1/5/2002	\$15,648
7	6	Mitchell	Adams	458-965-8523	458-965-8524	City of Gilbert	Road Renovation	5/4/2003	\$4,865,923
8	7	Bill	Robinson	486-965-8523	486-965-8523	City of Phoenix	Street Light Installation	7/2/1990	\$456,876
9	8	John	Grecko	486-965-8563	486-965-8563	ACG Buildings	Building 456 renovation	8/2/2003	\$159,764
10									
11									

Profile Reference List

- Only submit best past projects (Call ahead of time to make sure clients are satisfied)
- ~~All projects must be from completed construction projects~~
~~(no ongoing or substantially completed projects)~~
- Projects do not have to be similar to the current project



Number of Surveys

- The minimum weight given for the number of past projects is 1 credit, i.e. if you submit zero projects you will still receive 1 credit.
- The maximum number of past projects that will be given credit for is 25 for the firm and 10 for each individual. You may submit as many surveys as you want and they will be averaged, but still only given credit for up to 25/10.



Reference Information

- The reference list must contain different projects (you cannot have multiple people evaluating the same job).

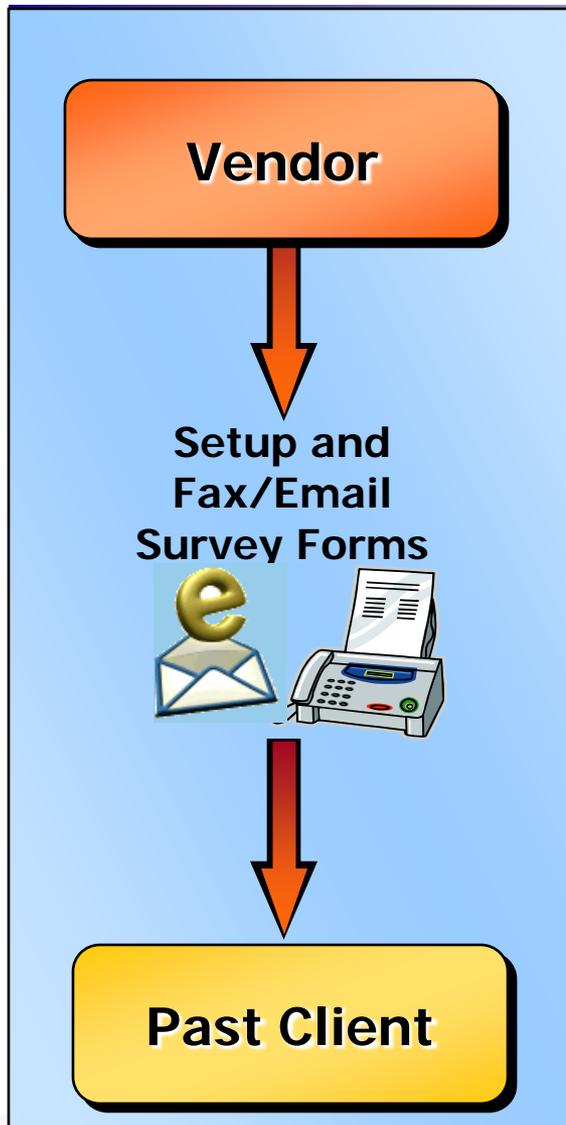
	A	B	C	D	E	F	G	H	I
1	CODE	NAME	PHONE	FAX	USER NAME	PROJECT	DATE	Cost	Type
2	1	Oscar Ortiz	555-555-6323	555-555-6323	Phoenix College	Buisness Wing C	2004	\$ 150,000	DB
3	2	Tim Allen	555-555-2315	555-555-2315	Phoenix College	Buisness Wing C	2004	\$ 150,000	DB
4	3	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Buisness Wing C	2004	\$ 150,000	DB
5	4	Beth Everett	555-555-5412	555-555-5412	ABB Warehouse	Warehouse	2000	\$ 6,500,000	DBB
6	5	Sue Anderson	555-555-3874	555-555-3874	ADOT	Loop 101 (89th Ave)	2004	\$ 200,000	DBB

- You may submit multiple jobs for the same past client (must be different projects).

	A	B	C	D	E	F	G	H	I
1	CODE	NAME	PHONE	FAX	USER NAME	PROJECT	DATE	Cost	Type
2	1	Oscar Ortiz	555-555-6323	555-555-6323	LASD	Dorm Rooms	2003	\$ 5,000,000	DB
3	2	Tim Allen	555-555-2315	555-555-2315	DISD	Lincoln High Renovation	2004	\$ 700,000	DBB
4	3	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Caffeteria	1999	\$ 40,000	DB
5	4	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Warehouse	2001	\$ 7,000,000	DBB
6	5	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Admin Building	2004	\$ 20,000	DB
7	6	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Engineering Wing	2004	\$ 50,000	DB
8	7	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Buisness Wing C	2004	\$ 150,000	DB
9	8	Beth Everett	555-555-5412	555-555-5412	ABB Warehouse	Warehouse	2000	\$ 6,500,000	DBB
10	9	Sue Anderson	555-555-3874	555-555-3874	ADOT	Loop 101 (89th Ave)	2004	\$ 200,000	DBB

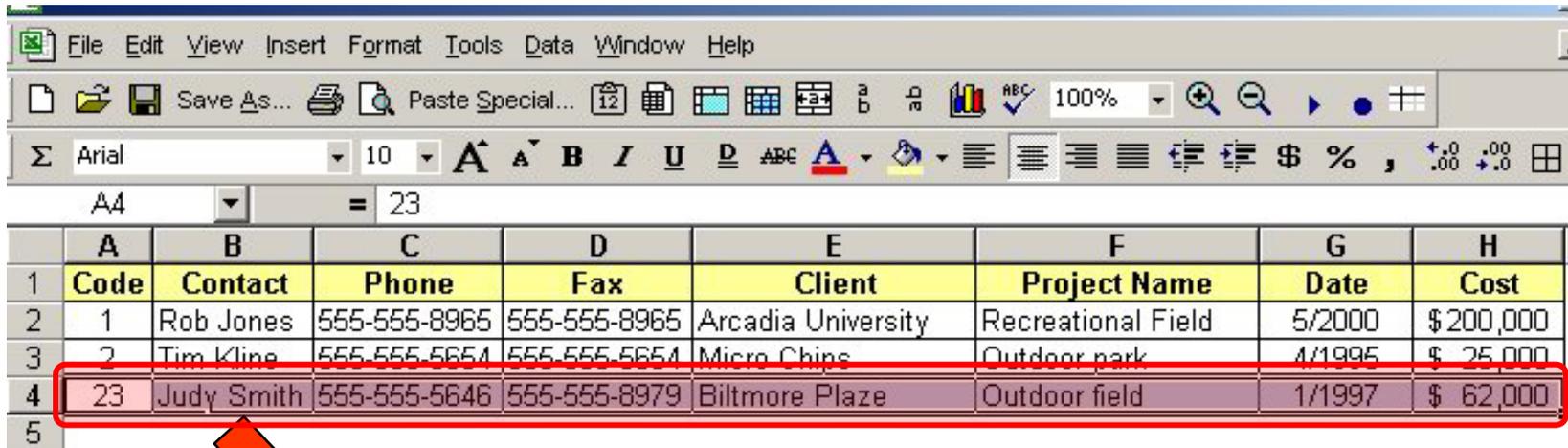


PPI / Data Collection Process



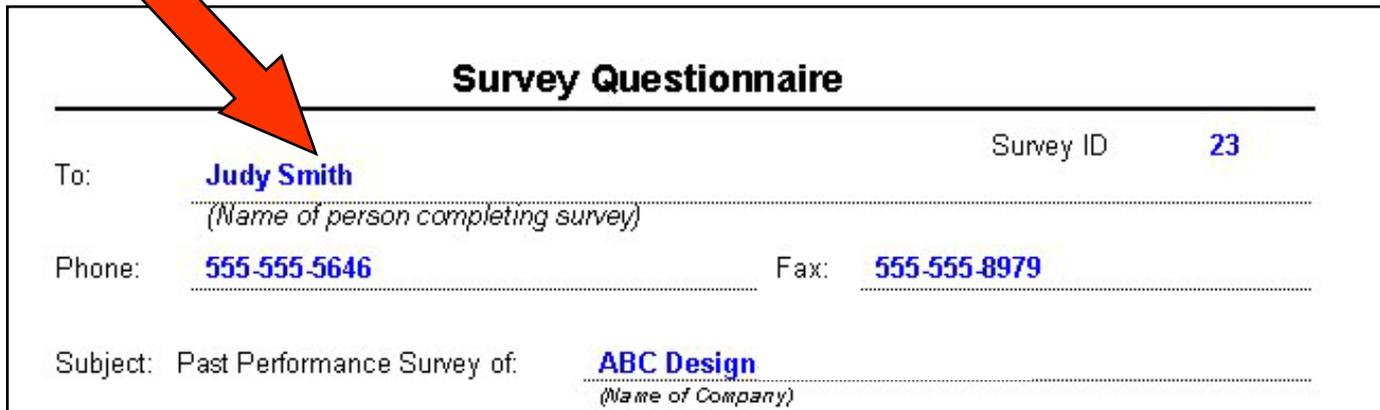
- Each team component is responsible for sending out a survey questionnaire to each reference.
- It is the vendor's responsibility to contact each reference to make sure that they complete the survey and return the form back to the vendor prior to the submittal deadline.

Survey Must Match Reference List



A screenshot of a Microsoft Excel spreadsheet. The spreadsheet has a menu bar (File, Edit, View, Insert, Format, Tools, Data, Window, Help) and a toolbar with various icons. The active cell is A4, containing the value 23. The spreadsheet contains a table with the following data:

	A	B	C	D	E	F	G	H
1	Code	Contact	Phone	Fax	Client	Project Name	Date	Cost
2	1	Rob Jones	555-555-8965	555-555-8965	Arcadia University	Recreational Field	5/2000	\$ 200,000
3	2	Tim Kline	555-555-5654	555-555-5654	Micro Chips	Outdoor park	4/1995	\$ 25,000
4	23	Judy Smith	555-555-5646	555-555-8979	Biltmore Plaza	Outdoor field	1/1997	\$ 62,000
5								



A Survey Questionnaire form with a red arrow pointing from the cell containing '23' in the Excel spreadsheet to the 'To:' field. The form contains the following information:

Survey Questionnaire

Survey ID: **23**

To: **Judy Smith**
(Name of person completing survey)

Phone: **555-555-5646** Fax: **555-555-8979**

Subject: Past Performance Survey of: **ABC Design**
(Name of Company)

Example Survey (Firm and Individuals)



City of Peoria Survey Questionnaire (Design Services)

		Code	103
To:	Jodie Larson	Phone:	555-555-1234
		Fax:	555-555-4321
Subject: Past Performance Survey of:	ABC Design <i>(Name of Company Being Surveyed)</i>		
	Rick Hewitt (PP), John Bailey (LE) <i>(Name of Individuals Being Surveyed)</i>		

The City of Peoria collects past performance information (on firms and key personnel) to assist in procuring/awarding projects based on value. The firm/individual listed above has listed you as a reference for a past project they have completed. We would greatly appreciate it if you would take a few moments to complete this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, please leave it blank.

Client Name:	Edna Reality	Date Completed:	11/7/03
Project	Office Building Improvements		

NO	CRITERIA	UNIT	RATING
1	Ability to meet customer expectations	(1-10)	

Use The Correct Survey



**City of Peoria
Survey Questionnaire
(Design Services)**

To: Jodie Larson	Phone: 555-555-1234	City: Peoria	State: IL	Zip: 61603
	Fax: 555-555-4321			
Subject: Past Performance Survey of ABC Design				

Contractors need to use the Construction Services survey questionnaire and Designers need to use the Design Services survey questionnaire in order to receive credit.

In procuring/awarding projects based on value, the firm/individual listed above has listed you as a reference for a past project they have completed. We would greatly appreciate it if you would take a few moments to complete this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, please leave it blank.

Client Name:	Edna Reality	Date Completed:	11/7/03
Project	Office Building Improvements		

NO	CRITERIA	UNIT	RATING
1	Ability to meet customer expectations	(1-10)	

Don't Forget to Add Your Fax Number#



	STATEMENT OF INTEREST AND QUALIFICATIONS	Materials Management Procurement 8314 West Cinnabar Street Peoria, Arizona 85345-6500 Phone: (623) 773-7115 Fax: (623) 773-7118																																								
	Solicitation Number: P09-0000																																									
Past Performance Questionnaire (Design Services)																																										
To: _____	Phone: _____	Code _____																																								
	Fax: _____																																									
Subject: Past Performance Survey of: _____ <small>(name of company being surveyed)</small>																																										
Printed Name (of Evaluator) _____		Signature (of Evaluator) _____																																								
Thank you for your time and effort in assisting the City of Peoria in this important endeavor. Please fax the completed survey to: Fax # (XXX) XXX-XXXX																																										
<table border="1"> <thead> <tr> <th>NO</th> <th>CRITERIA</th> <th>UNITS</th> <th>RATING</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Ability to meet customer expectations</td> <td>(1-10)</td> <td></td> </tr> <tr> <td>2</td> <td>Ability to manage costs (design & construction change orders)</td> <td>(1-10)</td> <td></td> </tr> <tr> <td>3</td> <td>Ability to maintain project schedule</td> <td>(1-10)</td> <td></td> </tr> <tr> <td>4</td> <td>Comfort level in hiring the firm/individual</td> <td>(1-10)</td> <td></td> </tr> <tr> <td>5</td> <td>Ability to increase value (quality of design)</td> <td>(1-10)</td> <td></td> </tr> <tr> <td>6</td> <td>Ability to identify and minimize the users risk</td> <td>(1-10)</td> <td></td> </tr> <tr> <td>7</td> <td>Ability to close out</td> <td>(1-10)</td> <td></td> </tr> <tr> <td>8</td> <td>Leadership ability (minimize the need of owner change orders)</td> <td>(1-10)</td> <td></td> </tr> <tr> <td>9</td> <td>Has the project been constructed</td> <td>Circle</td> <td>Y/N</td> </tr> </tbody> </table>	NO	CRITERIA	UNITS	RATING	1	Ability to meet customer expectations	(1-10)		2	Ability to manage costs (design & construction change orders)	(1-10)		3	Ability to maintain project schedule	(1-10)		4	Comfort level in hiring the firm/individual	(1-10)		5	Ability to increase value (quality of design)	(1-10)		6	Ability to identify and minimize the users risk	(1-10)		7	Ability to close out	(1-10)		8	Leadership ability (minimize the need of owner change orders)	(1-10)		9	Has the project been constructed	Circle	Y/N	Printed Name (of Evaluator) _____ Signature (of Evaluator) _____	
NO	CRITERIA	UNITS	RATING																																							
1	Ability to meet customer expectations	(1-10)																																								
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Thank you for your time and effort in assisting the City of Peoria in this important endeavor. Please fax the completed survey to: Fax # (XXX) XXX-XXXX																																										
<small>7-14-2008.DZ</small>																																										



All Surveys Must Be Signed!



	STATEMENT OF INTEREST AND QUALIFICATIONS	Materials Management Procurement 8314 West Cinnabar Street Peoria, Arizona 85345-6500 Phone: (623) 773-7115 Fax: (623) 773-7118
	Solicitation Number: P09-0000	
Past Performance Questionnaire (Design Services)		
To: _____ Phone: _____ _____ Fax: _____		Code: _____
Subject: Past Performance Survey of: _____ _____ _____		

Printed Name (of Evaluator)	Signature (of Evaluator)

nel) to assist in
 is a reference for a
 ements to complete

 ed (and would hire
 d never hire the
 not have sufficient

knowledge of past performance in a particular area, please leave it blank.

Client Name: _____ Date Completed: _____
 Project Name: _____

NO	CRITERIA	UNIT	RATING
1	Ability to meet customer expectations	(1-10)	
2	Ability to manage costs (design & construction change orders)	(1-10)	
3	Ability to maintain project schedule	(1-10)	
4	Comfort level in hiring the firm/individual	(1-10)	
5	Ability to increase value (quality of design)	(1-10)	
6	Ability to identify and minimize the users risks	(1-10)	
7	Ability to close out	(1-10)	
8	Leadership ability (minimize the need of owner direction)	(1-10)	
9	Has the project been constructed	Circle	Y / N

Printed Name (of Evaluator)	Signature (of Evaluator)

Thank you for your time and effort in assisting the City of Peoria in this important endeavor.
Please fax the completed survey to: Fax # (XXX) XXX-XXXX

7-14-2008.DZ

Calculating the Overall Score



would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

Client Name: **AU University**
 Project Name: **Business Remodeling AWing**

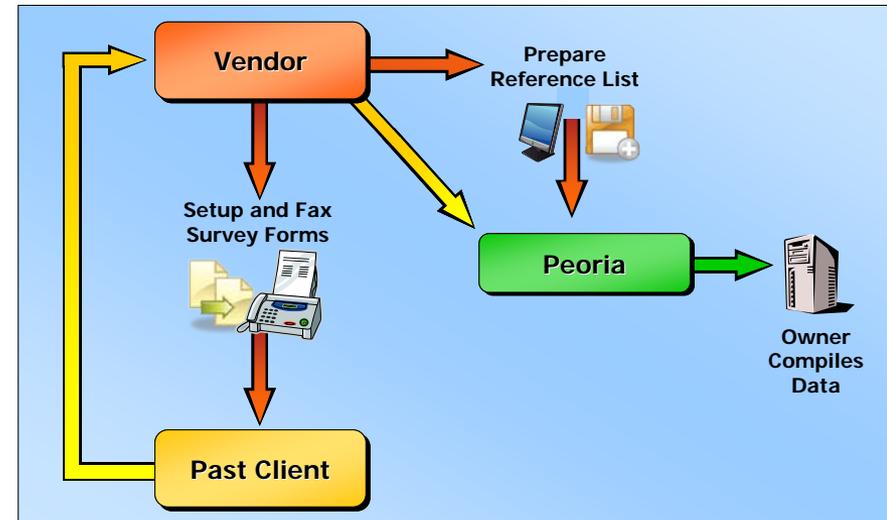
NO	CRITERIA	UNIT	
1	Ability to manage the project cost (minimize change orders)	(1-10)	8
2	Ability to maintain project schedule (complete on time or early)	(1-10)	10
3	Quality of workmanship	(1-10)	9

A	B	C	D	E	F	G	H	I	J	K	L	M	N
NO	CRITERIA		1	2	4	5	6	7	13	17	18	20	
1	Ability to manage the project cost		10	10	9	10	8	9	9	10	10	10	10
2	Ability to maintain project schedule		10	10	9	10	10	7	9	10	10	8	10
3	Quality of workmanship		10	9	9	10	9	7	8	10	10	8	9
4	Professionalism and ability to manage		10	10	9	10	9	9	9	9	9	10	10
5	Close out process		10	9	8	10	10	6	7	8	8	8	10
6	Communication, explanation of risk, and documentation		10	9	8	10	9	9	9	10	8	10	9
7	Ability to follow the users rules, regulations and requirements		10	10	8	10	10	10	9	10	10	10	10
8	Overall customer satisfaction		10	10	10	10	9	8	9	10	9	9	10
10	Total number of different jobs		1	1	1	1	1	1	1	1	1	1	1
11	Total number of different customers		1	1	0	1	1	1	1	1	1	1	1



Vendor/Individual Options

- Option 1: The firm or individual has no existing PPI and wishes to establish a performance line.
- Option 2: Keep existing PPI database and use without modification.
- Option 3: Keep existing PPI database, but add additional surveys to increase scores and responses.
- Option 4: The firm or individual can permanently delete existing database and start over.





Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Award Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating



Submittal Documents

- Attachment A – Proposal Form (1-page)
- Attachment B – Past Performance Information Form (1-page)
- Attachment C – Project Assessment Plan (4 – 6 pages)
 - 2 page Scope Plan
 - 2 page Major Risks and Solutions & Value Added Options
 - 1-2 page Schedule

Attachment A Proposal Form



	STATEMENT OF INTEREST AND QUALIFICATIONS	Materials Management Procurement 8314 West Cinnabar Street Peoria, Arizona 85345-6560 Phone: (623) 773-7115 Fax: (623) 773-7118												
Solicitation Number: P09-0000														
ATTACHMENT A PROPOSAL FORM														
One original Proposal Form must be completed and sent to the City of Peoria. Please staple this to the original Past Performance Information form (Attachment B), Project Assessment Plan (Attachment C) and Project Schedule.														
Project Team														
Name of Design Firm:														
Name of Project Principal (individual):														
Name of Lead Engineer (individual):														
Name of Civil Engineer (individual):														
Name of Wet Utilities Engineer (individual):														
<input type="checkbox"/>														
Schedule														
Project Duration (NTP-Final Payment):														
<small>Note: This date should include the total time from the Notice To Proceed to final project payment, including time to obtain permits, long lead items, complete punch list items, issue warranties, commissioning, and final payment, etc.</small>														
		(Calendar Days)												
Bonding														
Individual project bonding capacity:	\$													
Total bonding capacity:	\$													
Amount of bonded contracts currently in process:	\$													
PPI Requirement														
By signing the document below, the firm certifies that it has read the requirements of the PPI process and certifies that there is no collusion of any PPI data for the firm or the individuals listed above.														
<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="3" style="border-bottom: 1px solid black;">Name of Company</td> </tr> <tr> <td style="width: 60%; border-bottom: 1px solid black;"></td> <td colspan="2" style="border-bottom: 1px solid black;">Signature of Firm Representative</td> </tr> <tr> <td style="width: 20%; border-bottom: 1px solid black;">Phone</td> <td style="width: 20%; border-bottom: 1px solid black;">Fax</td> <td style="width: 60%; border-bottom: 1px solid black;">Date</td> </tr> <tr> <td colspan="3" style="border-bottom: 1px solid black;">Email</td> </tr> </table>			Name of Company				Signature of Firm Representative		Phone	Fax	Date	Email		
Name of Company														
	Signature of Firm Representative													
Phone	Fax	Date												
Email														

10-10-2008.LDZ

Attachment B Past Performance Information Form



	STATEMENT OF INTEREST AND QUALIFICATIONS	Materials Management Procurement 8314 West Cinnabar Street Peoria, Arizona 85345-6560 Phone: (623) 773-7115 Fax: (623) 773-7118
	Solicitation Number: P09-0000	

**ATTACHMENT B
PAST PERFORMANCE INFORMATION FORM**

Overview:
Each critical team component is required to have Past Performance Information (as outlined in the solicitation and Appendix 1). Please complete this form and submit it with your qualification. For each critical team component, you must select from one of the four options below.

- PPI Option 1: The firm or individual can modifications.
- PPI Option 2: The firm or individual can surveys as outlined in this database.
- PPI Option 3: The firm or individual can new database. The firm or individual document. If a firm or individual process at the City of Peoria count 50% on any new ret
- PPI Option 4: The firm or individual has line.

PPI Option (you must select one option for each team member)

	Option 1	Option 2	Option 3	Option 4
Name of Design Firm:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Name of Project Principal (individual):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Name of Lead Engineer (individual):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Name of Civil Engineer (individual):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Name of Wet Utilities Engineer (individual):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Project Team (the project team members listed below must)

Name of Design Firm:	
Name of Project Principal (individual):	
Name of Lead Engineer (individual):	
Name of Civil Engineer (individual):	
Name of Wet Utilities Engineer (individual):	

PPI Option (you must select one option for each team member)

	Option 1	Option 2	Option 3	Option 4
Name of Design Firm:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Name of Project Principal (individual):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Name of Lead Engineer (individual):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Name of Civil Engineer (individual):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Name of Wet Utilities Engineer (individual):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Attachment C

Project Assessment Plan – Scope Plan



	STATEMENT OF INTEREST AND QUALIFICATIONS	Materials Management Procurement 9875 N. 85 th Ave., 2 nd Fl. Peoria, Arizona 85345-6560 Phone: (623) 773-7115 Fax: (623) 773-7118
	Solicitation Number: P10-0051	

PROJECT ASSESSMENT PLAN TEMPLATE
This template must be used.

SECTION 1 – SCOPE PLAN (Page 1 of 2)

Font size should not be any smaller than 10 point Times New Roman or Arial. Modifications to template will result in disqualification. (i.e., altering font type, adding colors, adding pictures, etc) names/information that can be used to identify your firm. Do not exceed the 2-page limit for the ; may delete these instructions.)

	STATEMENT OF INTEREST AND QUALIFICATIONS	Materials Management Procurement 9875 N. 85 th Ave., 2 nd Fl. Peoria, Arizona 85345-6560 Phone: (623) 773-7115 Fax: (623) 773-7118
	Solicitation Number: P10-0051	

PROJECT ASSESSMENT PLAN TEMPLATE
This template must be used.

SECTION 1 – SCOPE PLAN (Page 2 of 2)

Font size should not be any smaller than 10 point Times New Roman or Arial. Modifications to the format of this template will result in disqualification. (i.e., altering font type, adding colors, adding pictures, etc). Do not list any names/information that can be used to identify your firm. Do not exceed the 2-page limit for the Scope Plan. (You may delete these instructions.)

Attachment C

Project Assessment Plan – Risks/Value Added



	STATEMENT OF INTEREST AND QUALIFICATIONS	Materials Management Procurement 9875 N. 85 th Ave., 2 nd Fl. Peoria, Arizona 85345-6560 Phone: (623) 773-7 Fax: (623) 773-7
	Solicitation Number: P10-0051	

PROJECT ASSESSMENT PLAN TEMPLATE
This template must be used.

SECTION 2 – MAJOR RISKS AND SOLUTIONS
You may add/delete additional rows, but do not exceed page limit. (Section 2 & 3 cannot exceed 2 pages. Font size should not be any smaller than 10 point Times New Roman or Arial. Modifications to the format of this template will result in disqualification. (i.e., altering font type, adding colors, adding pictures, etc.) Do not list any names/information that can be used to identify your firm. Do not exceed the 2-page limit for Section 2 and 3. You may delete these instructions.)

Risk 1:
Solution: _____

Risk 2:
Solution: _____

Risk 3:
Solution: _____

Risk 4:
Solution: _____

Risk 5:
Solution: _____

Risk 6:
Solution: _____

Risk 7:
Solution: _____

Risk 8:
Solution: _____

Risk 9:
Solution: _____

Risk 10:
Solution: _____

11-18-2008 DZ

	STATEMENT OF INTEREST AND QUALIFICATIONS	Materials Management Procurement 9875 N. 85 th Ave., 2 nd Fl. Peoria, Arizona 85345-6560 Phone: (623) 773-7115 Fax: (623) 773-7118
	Solicitation Number: P10-0051	

PROJECT ASSESSMENT PLAN TEMPLATE
This template must be used.

SECTION 3 – VALUE ADDED OPTIONS
You may add/delete additional rows, but do not exceed page limit. (Section 2 & 3 cannot exceed 2 pages combined). Font size should not be any smaller than 10 point Times New Roman or Arial. Modifications to the format of this template will result in disqualification. (i.e., altering font type, adding colors, adding pictures, etc.) Do not list any names/information that can be used to identify your firm. Do not exceed the 2-page limit for Section 2 and 3. (You may delete these instructions.)

Item 1:
Impact: Cost (%) _____ Schedule (Days) _____

Item 2:
Impact: Cost (%) _____ Schedule (Days) _____

Item 3:
Impact: Cost (%) _____ Schedule (Days) _____

Item 4:
Impact: Cost (%) _____ Schedule (Days) _____

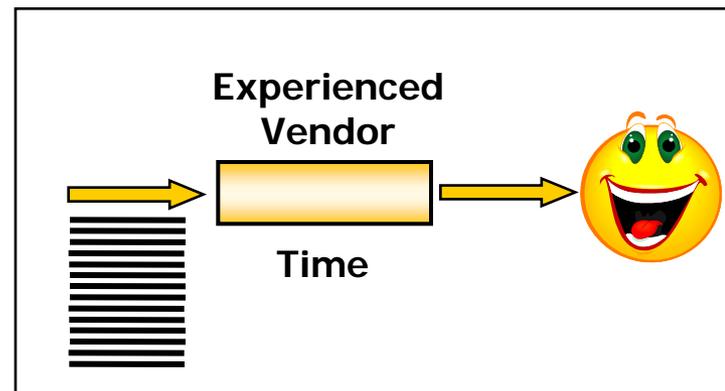
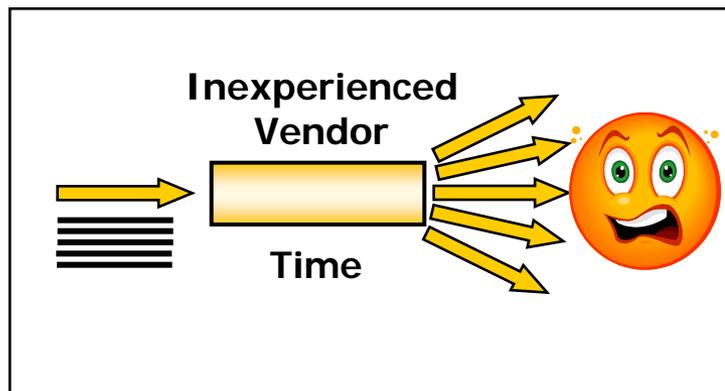
Item 5:
Impact: Cost (%) _____ Schedule (Days) _____

11-18-2008 DZ



Project Assessment Plan

- The PA Plan provides the vendor with an opportunity to differentiate themselves from their competitors.
- The City of Peoria is looking to hire a vendor that can minimize the greatest amount of risk to the City.
- All vendors have a certain level of vision, but highly experienced vendors should have the greatest vision (Pre-Planning).





PA Plan Format

- The PA Plan must **NOT** have **ANY NAMES** (such as contractor names, personnel names, project names, product names, or company letterhead). The PA Plans will be evaluated “blind” in order to minimize any bias.
- The PA Plan must NOT exceed **6 pages** (2 pages for Scope Plan, 2 Pages for Risks & Value Added / 1-2 pages for Project Duration Schedule)
- The PA Plan template must be used (vendors cannot modify the template) (i.e. do not change font size, font color, add graphics, etc)
- Do not include brochures or marketing information!
- No graphics or pictures allowed.
- The PA Plan contains 4 sections:
 - 1) Scope Plan
 - 2) Risks with Solutions
 - 3) Value Added Items
 - 4) Project Duration Schedule



PA Plan - Section 1

Scope Plan



- Section 1 of the PA Plan should give a concise and well organized description of the project.
- The Scope Plan should be a succinct summary of the project.
- The vendor should prove to the client that the vendor can visualize what they are going to do before they do it.
- The Plan should identify the major components, risks, and show vendors capability to predict, preplan, prioritize and minimize technical risks.
- The Scope plan should contain no marketing information.

PA Plan - Section 2

Major Risks and Solutions



- Section 1 of the PA Plan is used to identify potential risks that may be encountered on the project.
- Risk is anything that impacts time, money, quality, or satisfaction. Risks can include things that you control and things that you do not control.
- The vendor should clearly address the following items:
 - Identify the major risks that are unique to this project
 - Explain why the risk is a risk
 - Address how the risk impacts time, money or satisfaction
 - Identify solutions to avoid / minimize the risk
- The risk/solution should be non-technical and contain no marketing



Things to Avoid

■ Marketing data:

- *Our company is known worldwide as a leader in quality construction.*
- *We will use our long history to make sure the project is a success.*
- *We will use state-of-the-art process to make it a success.*

■ Technical data:

- *The roofing system we propose has 200% elongation and 600psi tensile strength.*
- *The product will pass the ASTM-568a test.*
- *A 50-year system will reduce water by 17,500 gallons per foot.*

■ Transferring risk back to client:

- *We will work with the owner to resolve issues*
- *We will have team meetings / partnering meeting with the owner*

■ General risks and/or general solutions:

- *Safety and security is the biggest risk*
- *We will plan ahead to coordinate activities*
- *We will plan ahead to get permits*
- *We will order material early in the project*

Example of Risk

Risk: Concrete Escalation



■ RA Plan 1

- The owner can be assured all risks associated with material

NO MARKETING INFORMATION

escalations will be eliminated because we offer the benefit of an experienced project team that includes the most detailed, prequalified and extensive list of subcontractors and suppliers, from around the world.

■ RA Plan 2

- The cost of concrete has been rising drastically. Since this project requires a substantial amount of concrete, cost is a risk. To minimize this risk, we have secured and signed a contract with a local concrete manufacturer to prevent any increase in cost during the duration of this project.



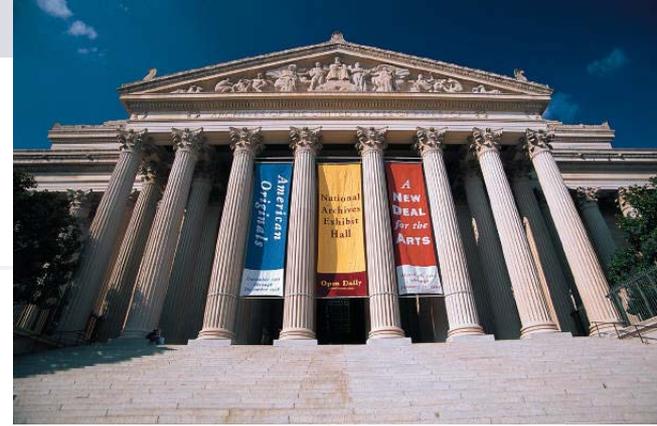
Example Risk: There is a lack of overall physical and visual access to the park site, this can create an unsafe environment.

- Solution 1- Create a design theme that will physically and visually enhance access through signage and imagery
- Solution 2- The park site is currently walled off at 93rd Drive. By taking down this wall as part of the design the park will be opened up to neighborhood views, which will increase security. A wide perimeter jogging trail will be designed to allow police to drive through the park, this too will increase security.

Solution 2 shows the vendors ability to think like the owner and identify potential issues that can be minimized during the design stage. There was the risk that the city could be creating a park that would attract illicit behavior. Solution 2 stated how these problems would be minimized

Example of Risk

Risk: Noise from Demolition



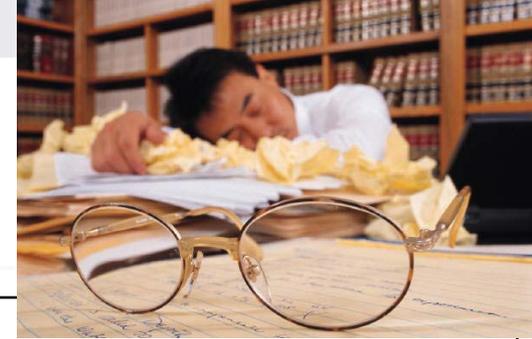
■ RAVA Plan 1

- We will work with the user to minimize the impact of noise from demolition.

■ RAVA Plan 2

- We have planned to demolition during off hours and weekends. This will have a slight impact on our cost (less than 1%), but we feel the impact to customer satisfaction justifies this. We will also install rubber sheets on the floors to diminish noise and vibrations. Both solutions can be done within your budget.

Evaluating Risks “Quality” vs “Quantity”



Major Risk Items

Risk 1:	Disruption of library staff
Solution:	We can identify the shelves we will be working on in advance
Risk 2:	A 2950 lumen lamp is not as bright as a 3150
Solution:	We will use a 3150 lamp
Risk 3:	The existing ballasts are hazardous materials
Solution:	We can dispose of them
Risk 4:	The existing lamps are hazardous materials
Solution:	We can dispose of them

Major Risk Items

Risk 1:	There are sprinkler pipes and heads only 12” above the light fixtures we will be retrofitting. If a head gets hit with a ladder, conduit, or lamp, it is possible that the sprinkler could go off and damage the books on the shelves.
Solution:	We have contacted a sprinkler contractor that will provide us with plastic sprinkler head guards. We will install these guards in the areas we will be working in.

Do Not Write An Essay!

404 Permitting Can Impact the Cost and Schedule



- The Phase 1 design will include contacting the Master Planned Community developer/engineer to determine if the WTP site was included in their Master Planned Community 404 delineation and permit. If the WTP site wash was delineated as Waters of the U.S. and is not an allowable disturbance under the Master Planned Community permit, the site will be designed to the 404 wash limits. If the WTP site was not included in the Master Planned Community 404 delineation, a separate WTP site delineation will be prepared and submitted to the U.S. Army Corps for review. If the WTP delineation results in the wash determined as Waters of the U.S., a Nation Wide Permit 39-Commercial and Intentional developments is applicable. The site plan layout will account for design constraints under the NWP39 requirements. This case may result in recoverable site area by designing storm drain facilities to convey the wash (or portion of the wash) bisecting the site. If the WTP site wash is not documented as Waters of the U.S., the 404 wash disturbance requirements will not apply. This case may result in recoverable site area by designing storm drain facilities to convey the wash bisecting the site.

PA Plan - Section 3

Value Added Options



- Section 3 of the PA Plan is used to identify potential Value Added Options that the Vendor feels may apply to this project.
- Value Added Options may:
 - Increase/Decrease cost
 - Increase/Decrease project duration
 - Increase/Decrease quality
 - Increase/Decrease customer satisfaction
 - Increase/Decrease maintenance
- All Value Added Options must clearly address why the item adds value to the client, or why it should be considered.
- The City will accept/reject VAO prior to award

Value Added Options

Must Explain Why It Adds Value



-  *Deduct 10% if you substitute the T-2 system for the T-3. The T-2 system is 5% less brighter. (Too Technical)*
-  *If we change the adhered EPDM to 2-ply peel and stick, it would raise our cost by 25%. This is a new system and as far as I know has not been installed in Minneapolis. This would be an experimental roof, and we would not want our reputation damaged if problems arise. (Transferring Risk Back to Owner)*

Value Added Options

Must Explain Why It Adds Value



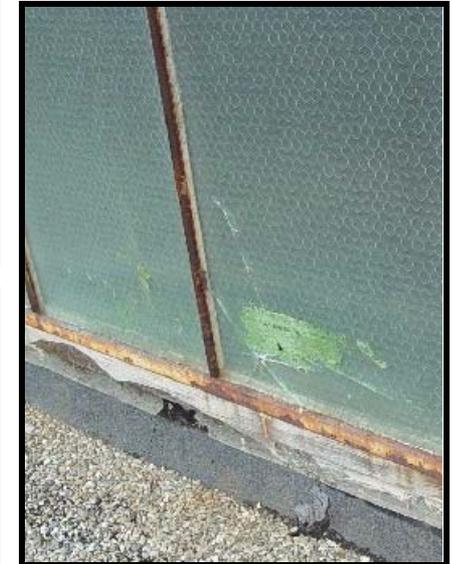
- *The building requires three different types of roofing systems (asphalt, shingles, and single-ply). For an additional 5%, we can use one high-performing manufacturer to provide and warranty all three systems. There is no additional impact to schedule, but the Client will have one company providing the warranty on the entire building.*
- *The current design calls for a substantial number of cast-in-place box culverts. This requires us to create forms (which may be difficult in specific locations), and then we will have to wait for the concrete to cure. If we can use pre-cast culverts we can save approximately 10% and reduce overall schedule by 5%. Pre-cast culverts can be made to the same requirements as the cast-in-place culverts.*





Value Added Options

Must Explain Why It Adds Value



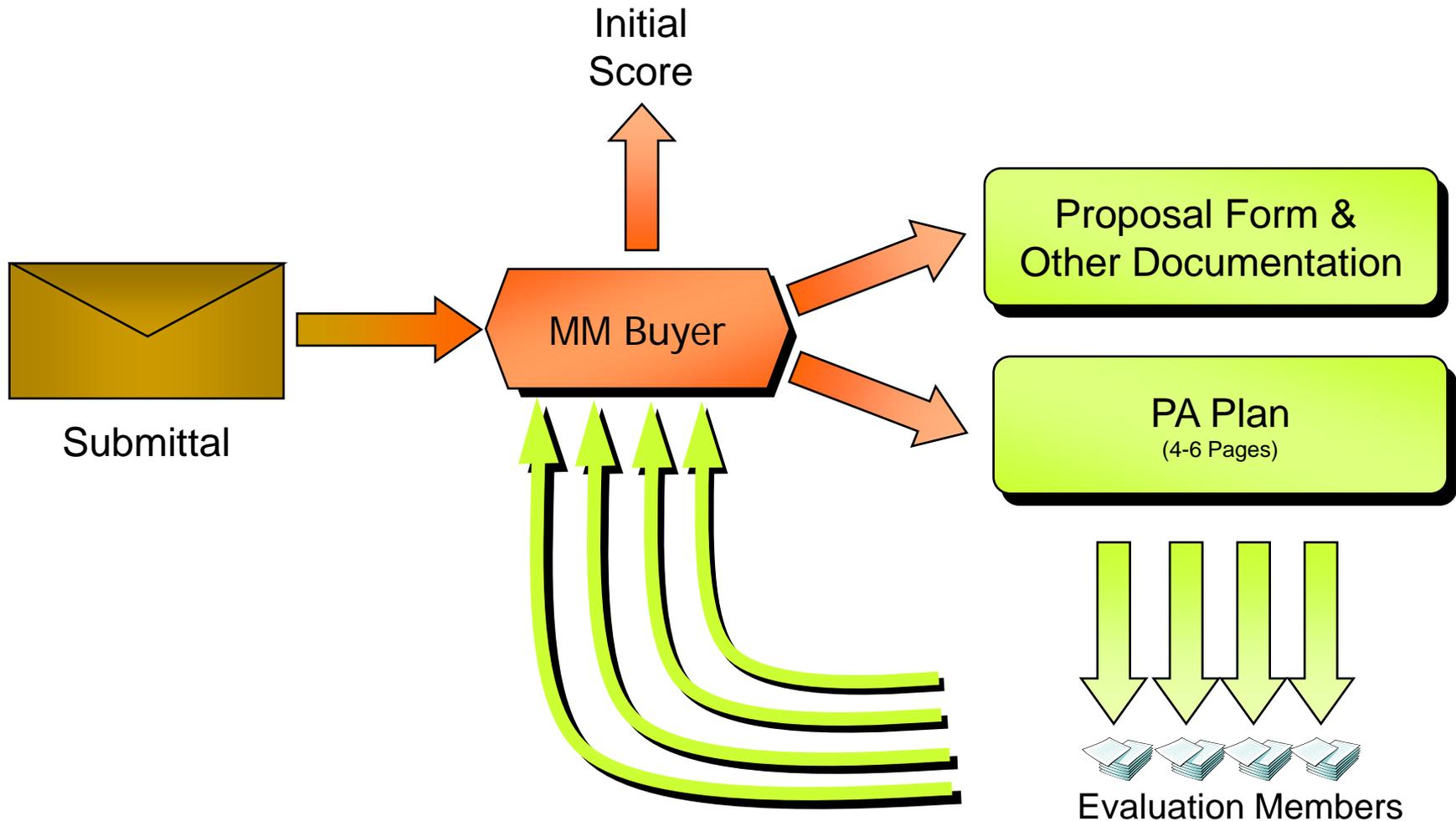
- Reroofing this building will not stop all water leaks. The majority of the leaks are caused by cracks in the parapet walls, broken/missing glass, and poor caulking. For an additional \$20K and 3 weeks in schedule we can replace and repair all of these items.

Project Duration Schedule – Section 4



- 1-2 page Project Duration Schedule
 - Gantt style project duration schedule for design only that conveys major milestones, design activities, permitting processes and City approval processes.
- The document shall NOT contain any names or information that can be used to identify who the Vendor is.
- All submittals including the project schedule must be 8 ½ X 11 black ink only, no graphics or pictures.

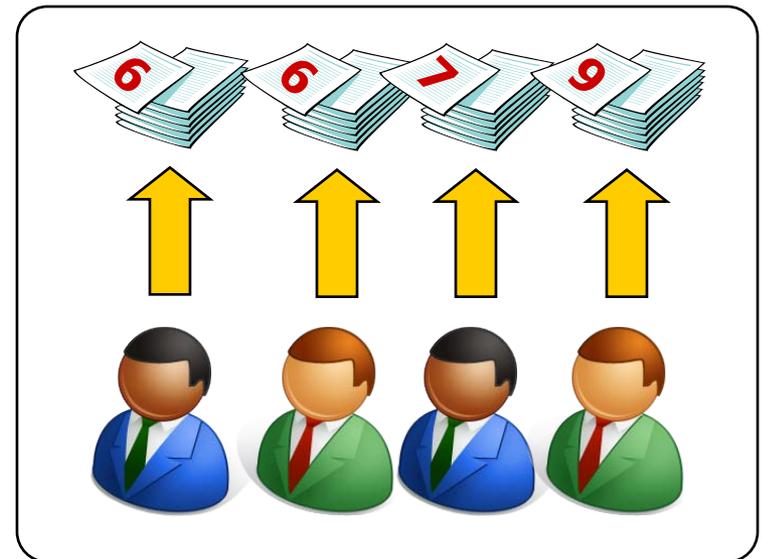
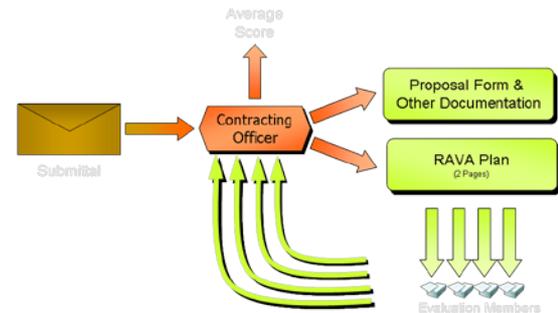
How The Submittal Process Works





Rating Process

- Evaluation committee shall not receive any PPI or proposal information
- Evaluation Committee shall only receive coded PA Plans
- Evaluation Committee will rate the plans individually (not a group rating)
- Plans will be rated comparatively to one another (no preset criteria)



Example Rating Sheet



Project Assessment Plan Rating Sheet
(A/E)

Solicitation Number P0?-????
Project Name

Instructions:

The Project Assessment Plan should not contain any names or products that may be used to identify who the contractor is.

Plans that contain any technical terms, new means and methods (unless it affects the performance in a significant manner), or any material technical descriptions should include a risk and values associated with each risk.

Criteria are rated depending on the risk is so bad that the

NO	
1	Identification (Ability to id
2	Increase of (Ability to ad
3	Value of Pro
4	Overall Valu

Comments

By signing your name, you acknowledge your knowledge of any risks involved.

Name: _____

Signature: _____

NO	CRITERIA	Rating (1-10)	Team 1	Team 2	Team 3	Team 4	Team 5
1	Scope Plan (Project Assessment Plan) (Concise and well organized description of the project, demonstrates capability to predict, preplan, prioritize and minimize technical risks unique to this project)						
2	Identification of Risk Areas & Solutions (Project Assessment Plan) (Ability to identify and minimize risks unique to this project)						
3	Increase of Value (Value Added Plan) (Ability to add value to the project in terms of time, money or quality)						
4	Value of Project Schedule						
5	Overall Value of Plan						
	Total Score						



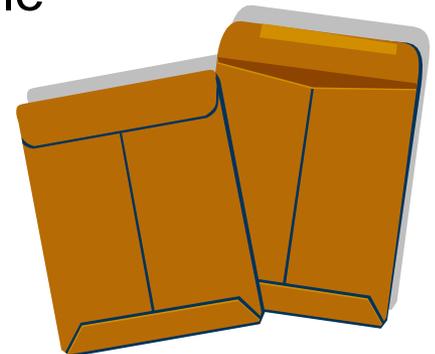
PA Plan Summary

- The PA Plan is 4-6 pages maximum
- The PA Plan must NOT contain any names.
- The PA Plan becomes part of the final contract.
- The PA Plan provides a high performing vendor an opportunity to prove their expertise & prove they are not a commodity.
- You must use the attached PA Plan Template
- The vendor should identify major risks to this project and unique solutions that minimize the risks. You are the expert...minimize risk (cost, time, quality)

SOQ Requirements



1. Attachment A – Proposal Form
 - (1 Page / Name okay)
2. Attachment B – Past Performance Information Form
 - (1 Page / Name okay)
 - If you are modifying your PPI, you must also follow the process in Appendix 1
 - Reference list is e-mailed to Materials Management & ASU prior to the due date – on due date is best
3. Attachment C – Project Assessment Plan & Schedule
 - (4-6 Pages / No Names!!!)





Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Award Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating

Interview



- The City will interview all of the **critical individuals** proposed on this project (and may ask for additional individuals if necessary)
- The City will interview the individuals **separately** and as a group
- Generally, interview times should last 15 minutes per individual.
- A standard set of questions will be generated and asked to each individual. The City reserves the right to clarify any answers (or ask additional questions to clarify an answer). The City may request clarification of statements made in the vendors PA Plan.

Interview



- All proposed team members MUST be available for interview on the date specified in the solicitation. No substitutes or proxies will be allowed. Individuals who fail to attend the interview will not be given a score which may jeopardize the firm's competitiveness.
- For this project, Firms may bring up to two additional team members at their discretion to the interview. These additional team members will only be allowed in the interview during the Firm's 15-minute presentation and will not be interviewed or scored. The purpose of this is to allow Firms to bring in up to two team members whom they feel are important to this projects success.



Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

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Step 4 – Analysis of Data

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Step 7 – Weekly Monitoring and Final Close Out Rating

Criteria & Weights



- **Pass/Fail** = All requirements in proper format
- **45 %** = Interviews
- **35 %** = Project Assessment Plan
- **20 %** = PPI





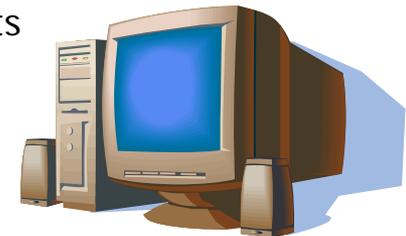
Modeling

- The City will use a Linear Relationship Model (LRM) to assist them in analyzing and prioritizing the data.
- The LRM works by:
 - Identify the best score for a criteria
 - Divide each vendors score by the best score
 - Multiple by weighting factor
- Example:

	PA Plan Score	LRM Points
Vendor A	7.2	29.3
Vendor B	8.6	35.0
Vendor C	6.1	24.8

Vendor B Gets Full Points

Best Score	8.6
Weight	35%



Prioritization



- The City will analyze all of the collected data and identify the potential best value.



NO	CRITERIA	FIRM A	FIRM B	FIRM C
1	Interview Rating	7.2	5.8	5.9
2	PA Plan Rating	7.7	7.9	5.6
3	Overall 1-10 Average	9.3	9.3	9.9
4	Overall Number of Surveys Average	11	11	9

NO	PAST PERFORMANCE ANALYSIS	FIRM A	FIRM B	FIRM C
1	CM@R Firm (#)	9.2	9.2	10
2	CM@R Firm (1-10)	25	25	21
3	Project Manager (1-10)	9.9	9.2	10
4	Project Manager (#)	6	10	10
5	Site Supervisor (1-10)	9.2	9.5	9.7
6	Site Supervisor (#)	8	10	4
7	Preconstruction Manager (1-10)	8.5	9.8	9.9
8	Preconstruction Manager (#)	7	4	6
9	Estimator (1-10)	9.7	8.8	9.8
10	Estimator (#)	8	4	4



Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Award Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating



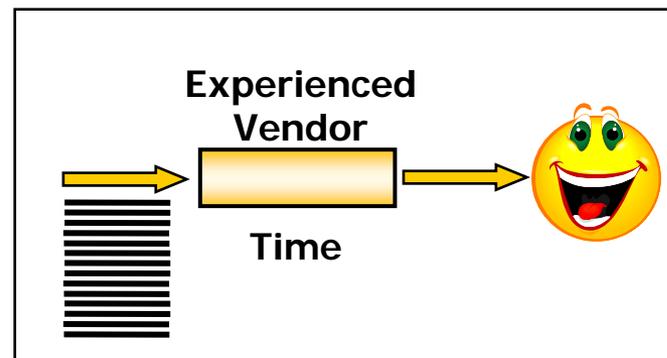
Technical vs Non-Technical

Step 1	– Past Performance Information	Non-Technical
Step 2	– Submittal Documents	Non-Technical
Step 3	– Shortlist	Non-Technical
Step 4	– Interview	Non-Technical
Step 5	– Analysis of Data	Non-Technical
Step 6	– Pre Award Phase	Technical
Step 7	– Award	
Step 8	– Weekly Monitoring and Final Close Out Rating	



Pre Award Phase

- Performed by only **1** firm (the potential best-value)
- The objective is for the firm to:
 - Preplan the project
 - Minimize risk before the project begins
 - List of all risks that the firm does not control, along with a plan to minimize the risk
 - List of all client actions / tasks that the firm requires from the client (name, due date)
 - Coordinate / preplan the project before the project begins
- The Client does not want to be surprised after award is made. If the Client is surprised, this will impact the firms final rating.





Pre Award Stage

- Step 1: Pre Award Kick Off Meeting
 - Review all vendor risks and City concerns

- Step 2: Pre Award Period
 - Preplan project
 - Coordinate
 - Minimize all risk
 - Identify risk that vendor does not control

- Step 3: Pre Award Final Meeting
 - Review the Pre Award Document
 - Not a Q&A meeting



Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Award Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating

Contract Award



- Upon successful completion of Pre Award Phase, the City will proceed to issue an Award
- Final award requires Council Approval



Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Award Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating



Weekly Reporting System

- Excel Spreadsheet that tracks only unforeseen risks on a project
- Client will setup and send to contractor once Award/NTP issued
- Vendor must submit the report every week (Friday).
- Vendors final project rating will be impacted by the accuracy and timely submittal of the WRS
- The report does not eliminate or replace any traditional weekly reports / progress meetings
- Report allows the vendor to track and document all client decisions or risks outside of the vendors control. The report also allows the City to document the performance of every project.

Final Rating



- After the project is complete, the client will evaluate the project.
- The Final Rating will be heavily impacted by:
 - Change orders
 - Project delays
 - Poor quality
 - Owner surprises
 - Complaints
 - Ability to accurately fill out and submit weekly report
- Final rating will be used to modify each critical team components PPI score by 50%
- Projects that take longer than 1-year to complete, will get yearly reviews until project is complete.



50% Modification



NO	CRITERIA	Ven 2	Current Project	Ven 2
1	Ability to manage the project cost	9.8	5.0	7.4
2	Ability to maintain project schedule	9.8	5.0	7.4
3	Quality of workmanship	9.8	5.0	7.4
4	Professionalism	9.8	5.0	7.4
5	Close out process	9.7	5.0	7.4
6	Ability to communicate	9.8	5.0	7.4
7	Ability to follow the users rules	9.8	5.0	7.4
8	Overall customer satisfaction	9.8	5.0	7.4
9	Total number of different jobs	18		18
10	Total number of different customers	17		17

4	Professionalism	9.6	7.4	9.7	9.7
5	Close out process	9.3	7.4	9.5	9.5
6	Ability to communicate	9.4	7.4	9.4	9.5
7	Ability to follow the users rules	9.7	7.4	9.4	9.8
8	Overall customer satisfaction	9.9	7.4	9.7	9.8
9	Total number of different jobs	19	18	18	20
10	Total number of different customers	19	17	18	17



Summary of Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Award Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating

Schedule



- Submittals Due April 7, 2010
- Notification of Interview List April 22, 2010
- Interviews April 29, 2010
- Pre Award Meeting May 11, 2010
- Council Award July 6, 2010
- Notice to Proceed July 15, 2010

City of Peoria Website



www.peoriaaz.gov/procurement

Finance Department - Materials Management - Materials Management Home

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THE CITY OF PEORIA ARIZONA

HOW DO I? SERVICES GOVERNMENT LIVING BUSINESS CONTACTS

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- Financial Reporting
- Customer Service Center
- Financial Services
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- Materials Management Home
- Materials Management News
- Materials Management Staff
- Bid Tabulations
- Frequently Asked Questions for Materials Management
- Current Bid Solicitations List
- Materials Auctions
- Plan Holders List
- Term Contracts
- Disadvantaged Business Enterprise (DBE)
- External Customer Survey
- Best Value (PWS)
- Sales Tax
- Treasury Division

Materials Management

Materials Management Division

Latest News

Join the Solicitation e-News Group!
Join the Solicitation – News group to receive notification of new solicitations and other pertinent information posted to the Materials Management site. This information will be delivered directly to your email box! To join simply visit [Solicitation e-News Group](#).

About the Materials Management Division

Our staff is committed to the following principles:
Purchasing and contracting for supplies, services, equipment and construction to support City departments by obtaining at the right price, right time, right place, right quality, and right terms and conditions so they can accomplish their goals and objectives in a timely manner.

Conducting the City's procurement process in an open, competitive and professional manner in which tax dollars are spent (invested) so as to assure maximum usage return.

Conducting City procurement within the framework of federal, state and city law and in accordance with the policies and procedures established by the City Manager.

Learn more about:

- Customer Satisfaction Survey
- Bid Tabulations
- Current Bid Solicitations List
- Monthly Auctions
- Plan Holder's List
- Term Contracts
- Disadvantaged Business Enterprise (DBE)

Contact:
Administration Office
(623) 773-7115
vendorreg@peoriaaz.gov

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If you have any questions regarding this web site please contact the Webmaster at info@cityofpeoriaaz.gov.

City of Peoria FTP site



Solicitation Templates are available via ftp at:

<ftp://cityftp.peoriaaz.gov/solicitation>

(User Id: FTPSolicitation

Password: 0EC91&!v)

The screenshot shows a Windows-style dialog box titled "Log On As" with a close button (X) in the top right corner. The dialog contains the following elements:

- A key icon with a globe, followed by the text: "Either the server does not allow anonymous logins or the e-mail address was not accepted."
- FTP server: cityftp.peoriaaz.gov
- User name: ftpsolicitation (in a dropdown menu)
- Password: [masked with dots]
- Text: "After you log on, you can add this server to your Favorites and return to it easily."
- A warning icon (yellow triangle with exclamation mark) followed by text: "FTP does not encrypt or encode passwords or data before sending them to the server. To protect the security of your passwords and data, use Web Folders (WebDAV) instead."
- Text: "Learn more about [using Web Folders.](#)"
- Two checkboxes: "Log on anonymously" (unchecked) and "Save password" (unchecked).
- Two buttons: "Log On" and "Cancel".

Website Tutorials



WWW.PBSRG.COM

Click on "PIPS"
Click on "City of Peoria"

The screenshot shows the Arizona State University (ASU) Performance Information Procurement System (PIPS) website. The header includes the ASU logo and the text "ARIZONA STATE UNIVERSITY". Below the header, the main title is "PERFORMANCE INFORMATION PROCUREMENT SYSTEM" with the subtitle "A Best Value Selection System". Navigation tabs include "PIPS Overview", "Current PIPS Projects", "Testimonials & Results", and "Video Tutorials". The main content area is titled "CITY OF PEORIA, AZ" and includes a "Print this page" link. Under the "General Overview" section, there is a paragraph of text and a photograph of a playground. The "Pilot Projects" section contains a table with three rows of project data.

General Overview

In 2004, the City of Peoria (AZ) implemented the PIPS process on various types of projects using the design-build (DB) and construction manager at risk (CMAR) procurement processes. The PIPS process is being used to assist the City of Peoria in selecting the best-value vendor under each procurement method. The process has been modified to follow the constraints of the Arizona Revised Statutes (ARS), which does not allow the client to review costs in the proposals/qualifications.

Pilot Projects

No	Project	Type	Date	Awarded Cost	Status
1	Reconstruction / Renovations of City Hall	DB	7/25/07	\$12,700,000	In Progress
2	Pinnacle Peak Public Safety Facility	DB	7/25/07	\$3,000,000	In Progress
3	Municipal Court Expansion	DB	7/25/07	\$9,200,000	In Progress

Comments / Questions



Christine Finney

[christine.finney@peoriaaz.gov]