



Design-Build Mississippi Gate Additional Lane Buckley Air Force Base, Colorado

Completion Date: December 2010

Client: United States Army Corps of Engineers—Omaha District

**Project Reference: Jennifer McQueen, PE
(Jennifer.S.McQueen@usace.army.mil)**

PERFORMANCE EVALUATION (CONSTRUCTION)		1. CONTRACT NUMBER W9128F09C0039	
		2. CEC NUMBER 831023432	
IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.			
PART I - GENERAL CONTRACT DATA			
3. TYPE OF EVALUATION (X one)		4. TERMINATED FOR DEFAULT	
<input type="checkbox"/> INTERIM (List percentage <u>66</u> %)		<input checked="" type="checkbox"/> FINAL	
		<input type="checkbox"/> AMENDED	
5. CONTRACTOR (Name, Address, and ZIP Code) AYUDA ASR JOINT VENTURE 11800 RIDGE PARKWAY, SUITE 550 BROOMFIELD CO 80021 US NAICS Code: 236210		6.a. PROCUREMENT METHOD (X one) <input checked="" type="checkbox"/> SEALED BID <input type="checkbox"/> NEGOTIATED	
		b. TYPE OF CONTRACT (X one) <input checked="" type="checkbox"/> FIRM FIXED PRICE <input type="checkbox"/> COST REIMBURSEMENT	
		<input type="checkbox"/> OTHER (Specify)	
7. DESCRIPTION AND LOCATION OF WORK Mississippi Gate Additional Lane, Buckley AFB, Colorado Buckley AFB, CO			
8. TYPE AND PERCENT OF SUBCONTRACTING Survey 1% Demo 1% Asphalt 12% Landscape 6% Earthwork/Utilities 5%			
(continued...)			
9. FISCAL DATA	a. AMOUNT OF BASIC CONTRACT \$4,332,374	b. TOTAL AMOUNT OF MODIFICATIONS \$182,055	c. LIQUIDATED DAMAGES ASSESSED
			d. NET AMOUNT PAID CONTRACTOR \$4,454,521
10. SIGNIFICANT DATES	a. DATE OF AWARD 09/04/2009	b. ORIGINAL CONTRACT COMPLETION DATE 12/01/2010	c. REVISED CONTRACT COMPLETION DATE 12/02/2010
			d. DATE WORK ACCEPTED 12/02/2010
PART II - PERFORMANCE EVALUATION OF CONTRACTOR			
11. OVERALL RATING (X appropriate block)			
<input type="checkbox"/> OUTSTANDING	<input checked="" type="checkbox"/> ABOVE AVERAGE	<input type="checkbox"/> SATISFACTORY	<input type="checkbox"/> MARGINAL
			<input type="checkbox"/> UNSATISFACTORY (Explain in Item 20 on reverse)
12. EVALUATED BY			
a. ORGANIZATION (Name and Address (Include ZIP Code)) USACE, OMAHA DISTRICT, ROCKY MOUNTAIN AREA, DENVER RESIDENT OFFICE		b. TELEPHONE NUMBER (Include Area Code) 720-847-2637	
c. NAME AND TITLE JENNIFER MCQUEEN RESIDENT ENGINEER		d. SIGNATURE //Electronically Signed//	e. DATE 05/23/2011
13. EVALUATION REVIEWED BY			
a. ORGANIZATION (Name and Address (Include ZIP Code)) USACE/NWO/		b. TELEPHONE NUMBER (Include Area Code) 719-570-7797 x3700	
c. NAME AND TITLE BRIAN T. DZIEKONSKI AREA ENGINEER		d. SIGNATURE //Electronically Signed//	e. DATE 05/26/2011
14. AGENCY USE (Distribution, etc.)			

8. TYPE AND PERCENT OF SUBCONTRACTING (...continued)

Foundation 2%
 Pop-Up Barriers 6%
 Concrete 3%
 Masonry 1%
 Metals 6%
 Insulation 1%
 Roofing 8%
 Doors/Windows 1%
 Drywall 0%
 Paint 0%
 Mechanical 1%
 Electrical 14%
 Flooring 0%
 Setpoint 1%
 Fencing 1%

20. REMARKS (...continued)

receive submittals in a timely fashion that were correct and collated per specifications. The submittal process improved after late August and submittals "flowed" from the contractor to USACE closer to schedule and aligned with preparatory meetings. There was difficulty getting all submittals related to commissioning, fire alarm, and TAB into USACE in a timely manner. Others that were late included laminate clad casework, solid surface fabrications, gypsum board product data, interior distribution system, interior lighting, fire detection, and alarm system. The contractor was more proactive after August in meeting with the government representative on a regular basis to review status and outstanding submittals.

15(h) Adequacy of QC Testing - "Above Average" - The contractor and their testing agency ensured testing was conducted per the CQC and test matrix. Where questions arose, the contractor would bring these issues to the governments attention early for resolution.

15(i) Adequacy of As-Builts - "Satisfactory" - Redlines for As-Builts were updated weekly for the contract. Draft Final As-Builts had few comments and were well put together and accurately reflected the redlines.

15(j) Use of Specified Material - "Above Average" - The contractor used material as specified in the contract. Where variations occurred, they were correctly noted in the submittals along with reasoning for the variation.

15(k) Identification/Correction of Deficient Work in a Timely Manner - "Satisfactory" - Although deficiencies were relatively infrequent, where noted they were corrected quickly. An example includes several deficiencies on the OSI paved road that included road width and separation. These were coordinated with the government quickly and addressed by the contractor.

16. Effectiveness of Management

16(a.) Cooperation and Responsiveness - "Outstanding" - The contractor was very responsive to USACE concerns as they came up. Several examples where Ayuda was very cooperative included the following. On Monday October 11, 2010 Duane Judy (Base ATFP) noted that two trees not to be moved per contract impeded the line of site between the new guard house location and the pop-up barriers causing a possible security concern. Ayuda proactively moved these two trees immediately while they had the tree spade truck on site for other tree relocations resolving this issue. During the week of October 25th, the customer indicated they would prefer snow rails to snow guards. Rich Larson worked closely with USACE to ensure this request was met without additional cost to the contract. Early on in the contract, the contractor proactively and quickly responded to several large changes in the contract that included changes to the roof design and change out from bollards to berms. These changes were large in magnitude and successfully addressed by the contractor in a proactive responsive manner.

16(b) Management of Resources/Personnel - "Above Average" - The contractor found ways to efficiently manage resources. One early example was the contractor's decision to self-perform earthwork on the berms to reduce cost of this change. Roles and responsibilities were clearly defined on the jobsite for all personnel.

16(c) Coordination and Control of Subcontractors - "Above Average" - The contractor managed work such that resources were efficiently used at the jobsite. Challenges

(continued...)

20. REMARKS (...continued)

encountered during this process included a labor strike by the carpenters. The contractor managed resources such that the project did not see any impacts from this strike.

16(d) Adequacy of Site Clean-Up - "Above Average" - The contractor did a good job of keeping staged materials in a tight location adjacent to the trailer. Trash and other construction debris was kept off the project site and cleaned up on a regular basis. The contractor removed dirt and debris from the paved roads regularly and did a good job of keeping these clean even during muddy conditions.

16(e) Effectiveness of Job-Site supervision - "Above Average" - The superintendent actively walked the jobsite on a regular basis and also managed site safety. When the superintendent was offsite and not available, the Quality Control representative or Project Engineer took on these roles.

16(f) Compliance with Laws and Regulations - "Above Average" - Complied with Stormwater Requirements in the issuance of the Notice of Intent and maintaining an accurate, complete, and current SWPPP.

16(g) Professional Conduct - "Above Average" - Rich Larson was always professional and approached all issues, concerns, and problems with a clear, calm manner.

16(h) Review/Resolution of Subcontractor's Issue - "Above Average" - Few subcontractor issues were noted by USACE which is likely a testament to the contractor's management of the subs. A labor strike did occur with the carpenter trade but there was no impact to the project.

16(i) Implementation of Subcontracting Plan - N/A

17. Timely Performance

17(a) Adequacy of Initial Progress Schedule - "Satisfactory" - The contractor met their existing schedule without any additional delays.

17(b) Adherence to Approved Schedule - "Above Average" - The contractor adhered to the schedule that included a complex phasing plan for traffic control. Despite the extensive traffic control required, it was implemented seamlessly and there were not any negative comments back from the customer on the plan.

17(c) Resolution of Delays - "Above Average" - The contractor worked to sequence work activities such that all delays were resolved. The contractor worked very quickly to resolve potential delays from modifications by turning around price proposals quickly. The modifications were such that without this proactive response, delays could have been substantial.

17(d) Submission of Required Documentation - "Satisfactory" - The contractor submitted all required documentation to include pre-construction submittals (Accident Prevention Plan, SWPPP, Quality Control Plan, etc.), dig permits, exposure hours, etc.

17(e) Completion of Punchlist Items - "Above Average" - The contractor developed, managed, and aggressively completed all punchlist items. The list developed could be clearly read and followed as to date item was identified, addressed, or ongoing status.

17(f) Submission of Updated and Revised Progress Schedule - "Above Average" - Progress schedules were updated and submitted monthly as part of the invoice procedure.

17(g) Warranty Response - N/A

18. Compliance with Labor Standards

18(a) - Correction of Noted Deficiencies - "Above Average" - Several were noted during the life of the contract. All were corrected immediately after they were noted.

18(b) - Payrolls Properly Completed and Submitted - "Above Average" - Payrolls were submitted regularly and timely. No problems were encountered.

18(c) - Compliance with Labor Laws and Regulations with Specific Attention of the Davis-Bacon Act and EEO Requirements - "Above Average" - Davis-Bacon wages were complied with. No problems were encountered.

19. Compliance with Safety Standards

19(a) Adequacy of Safety Plan - "Above Average" - The Accident Prevention Plan addressed all the requirements in the RFP. Specific elements for work activities at the site such as fall protection were addressed in the plan.

19(b) Implementation of Safety Plan - "Above Average" - The SSHO covered the jobsite and took careful note of any safety issues. In addition, the Quality Control and Project Engineer were thorough in assuring job site personnel complied with the Safety Plan.

19(c) Correction of Noted Deficiencies - "Satisfactory" - One of the key deficiencies

(continued...)

20. REMARKS (...continued)

noted early in the project was related to construction of the roof for the canopy and guard house. The area was not always cordoned off during roof work and workers were not always using fall protection. These deficiencies were noted and brought to the contractor's attention. The contractor regrouped and came up with an improved plan to ensure these measures were addressed in a very quick manner. For the balance of the life of the project, no additional deficiencies were noted.

CONTRACTOR REMARKS: Ayuda ASR JV appreciates the opportunity to perform this project for the USACE Omaha District.

This was a great project and we look forward to working with the USACE again soon. We appreciate your feedback on our work, as we constantly strive for improvement.

CONCURRENCE: I concur with this evaluation.

CONTRACTOR NAME: SONYA YUNGERBERG

TITLE: EXEC VP/COO

PHONE: 303-999-2020

DATE: 05/23/2011

REVIEWER REMARKS: Thank you to the entire team for a job well done.