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CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR)

INCOMPLETE-RATED

Nonsystems**Name/Address of Contractor:**

Company Name: C & M CONTRACTORS, INC.

Division Name:

Street Address: HC 6-286

City: DONIPHAN

State/Province: MO Zip Code: 63935

Country: USA

CAGE Code:

DUNS Number: 945067569

PSC: Z2QA NAICS Code: 237990

Evaluation Type: Final**Contract Percent Complete:** 100**Period of Performance Being Assessed:** 06/28/2016 - 07/21/2017**Contract Number:** W912EQ15C0013 **Business Sector & Sub-Sector:** Nonsystems - Facilities Services**Contracting Office:** W07V ENDIST MEMPHIS **Contracting Officer:** ANDREA G. JACKSON **Phone Number:** 901.544.3375**Location of Work:**

Levee District No. 3 of Mississippi County, Missouri, Mississippi County, Missouri

Award Date: 09/17/2015 **Effective Date:** 09/18/2015**Completion Date:** 08/02/2017 **Estimated/Actual Completion Date:** 07/21/2017**Total Dollar Value:** \$1,788,480 **Current Contract Dollar Value:** \$1,788,480**Complexity:** Medium **Termination Type:** None**Competition Type:** Not Available for Competition **Contract Type:** Firm Fixed Price**Key Subcontractors and Effort Performed:****DUNS:** 006486898**Effort:**

Concrete structures

DUNS:**Effort:****DUNS:****Effort:****Project Number:** W912EQ-15-C-0013**Project Title:**

Brewer's Lake Culvert Rehabilitation

Contract Effort Description:

The work consists of furnishing all plant, labor and materials for cutting the inlet of a 5'x8' reinforced concrete box culvert, constructing an inlet structure, placing a reinforced box culvert extension at the outlet and construction a reinforced concrete outlet control structure. The outlet structure will have a walkway bridge to the structure's operating platform and two 4'x5' sluice gates, gate hoist and accessories. There will also be demolition, excavation, backfill, establishment of turf and environmental protection.

Small Business Subcontracting:

Does this contract include a subcontracting plan? No

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): N/A

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Evaluation Areas	Past Rating	Rating
Quality:	Very Good	Exceptional
Schedule:	Satisfactory	Very Good
Cost Control:	Very Good	Very Good
Management:	Very Good	Exceptional
Small Business Subcontracting:	N/A	N/A
Regulatory Compliance:	Very Good	Very Good
Other Areas:		
(1) SAFETY:		Exceptional
(2) :		N/A
(3) :		N/A

Variance (Contract to Date):

Current Cost Variance (%): Variance at Completion (%): +0.015%

Current Schedule Variance (%): 0

Assessing Official Comments:

QUALITY: (EXCEPTIONAL)

i. Adequacy and implementation of Contractor's Quality Control Plan (VERY GOOD) – The Contractor's plan is very good and follows the guidance of Section 04 45 04.00 11 Contractor Quality Control. Contractor has provided a competent quality control organization that implemented the plan very well based on QC reporting, adherence to testing requirements, and quality of work performed. The plan specifically addresses each definable feature of work, submittals required and testing required for each feature of work.

ii. Contractor's ability to maintain quality control and accuracy of QC documentation (EXCEPTIONAL) – Contractor's quality control system worked exceptionally well. The preconstruction submittals were timely and complete. Material submittals and shop drawings were timely, sufficient for approval on first submission, and materials were procured with sufficient lead time to not delay the work. Materials arriving at the job site were properly checked against the approved submittals. The before construction topographic survey, performed by a RLS, was adequate to develop the surface model needed for pay quantity calculations. QC survey checks verified the excavation grade, width, and side slopes were in accordance with the plans. Testing requirements for concrete and compacted embankments were performed at the specified intervals with good results. The erection engineer verified the gates, stems, and gate operators were in good alignment and functioning properly. Contractor's QC narratives painted a good picture of the daily work progress, adverse weather and high river stages condition impacting work, daily safety findings and corrective actions taken, as well as any issues affecting progress of work.

iii. Implementation of the 3-phase inspection process (VERY GOOD) – Contractor performed and documented preparatory phase, initial phase, and follow-up inspections for all definable features of work.

iv. Quality of workmanship (EXCEPTIONAL) – Workmanship for all concrete structures, steel fabrications, embankments, finished dressing, and turf establishment was exceptional. Soon after NTP for construction, the Contractor made special effort to construct the preloading surcharge embankment and associated settlement plates prior to winter weather conditions, then surveying and documenting the settlement plate elevations during the following six month monitoring period. The Contractor's design and operation of the dewatering system performed as required maintaining the water table 3-ft or more below the excavation grade. Concrete form work, rebar placement, concrete placement, and finishing for the inlet/outlet structures, columns, and operating platform was exceptional. Concrete testing was per the specifications and all breaks exceeded required strengths. Gates, stems, stem guides, and gate operators, were in good alignment and operated as designed. Pervious and impervious backfills tested well for moisture and compaction with testing performed by a certified lab at the specified testing intervals. Any embankment material not meeting tolerances for moisture and compaction were processed until tolerances were met. Filter material and riprap met gradation requirements and placement met tolerances for grade and section as well as having a good visual appearance. Constructed embankments had smooth transitions to existing levee embankment and turf was well established on denuded areas. Steel fabrications and installation of the walkway access bridge, guard rails, and security gate were exceptionally well done.

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v. Work was in accordance with the plans and specifications (EXCEPTIONAL) – There were no significant deviations to the As-built conditions verses design as verified by QC and QA survey checks. Test results for concrete structures and moisture & density tests of each layer of embankment backfill also verify that the Contractor's means and methods provided a good quality outcome.

SCHEDULE: (VERY GOOD)

i. Quality and timeliness of the initial schedule submission (VERY GOOD) – The activity schedule was submitted timely in bar chart form. The schedule of activities spans the full original contract period of performance to include one non-work season. The logic of the activity schedule was reasonable.

ii. Adherence to the approved schedule (VERY GOOD) – The contractor provided sufficient management oversight, project labor, equipment, materials, and testing services adequate to progress the work per the approved schedule. There was one modification for unusually severe weather conditions that added 28 calendar days to the contract period of performance. The Contractor completed all work 12 calendar days ahead of the required contract completion date.

iii. Communication and submittal of schedule revisions (N/A) – The ACO did not request a revised schedule.

iv. Corrective action taken by the Contractor when the schedule has slipped through fault of the Contractor (VERY GOOD) – The Contractor's means and methods were in close adherence to the approved activity schedule. The schedule did not slip to where corrective actions were necessary.

COST CONTROL: (VERY GOOD)

i. Contractor's billings current, accurate, and complete (VERY GOOD) – Contractor's invoices accurately reflect the progress of work and were submitted timely.

ii. Contractor's budgetary internal controls adequate (SATISFACTORY) – No complaints for non-payment of services or suppliers are known to exist.

iii. Innovation used that resulted in cost savings (SATISFACTORY) – This contract is one of many like contracts for the Memphis District and does not lend itself to further innovation.

MANAGEMENT: (EXCEPTIONAL)

i. Management of resources and key personnel (EXCEPTIONAL) – Contractor's managers, QC staff, safety officer, project superintendent, and equipment operators all did quality work on this project. There were two modifications to the contract that increased cost (no time) totaling \$13,333.40. The Contractor's proposals were well prepared, submitted timely, did not include unreasonable means and methods, negotiations were cordial, and resulted in fair and reasonable settlements.

ii. Coordination and control of subcontractors (EXCEPTIONAL) – Concrete subcontractor did exceptional work.

iii. Review and resolution of subcontractor issues (VERY GOOD) – No issues were presented to the ACO.

iv. Management responsiveness (EXCEPTIONAL) – Managers were engaged in the work and ensured all resources required to progress the work were available as needed. A slope failure occurred, at no fault of the Contractor, that impacted traffic safety on a high volume U.S. highway. The Contractor responded immediately to repair the slope failure which mitigated the safety hazard without obstructing traffic flow on the highway. The Contractor performed this work in good faith that a fair and reasonable adjustment to the contract would be forthcoming.

REGULATORY COMPLIANCE: (VERY GOOD)

i. Contractor's enforcement of laws and regulations (VERY GOOD) – Environmental protection measures, to include erosion control and storm water runoff, were effective and satisfactory to pass state site inspections.

ii. Correction of deficiencies when out of compliance (VERY GOOD) – Contractor continually performed maintenance on the structural measures for erosion control.

iii. Communication of laws and regulations to subcontractors (SATISFACTORY) – Prime Contractor is performing environmental measures.

iv. Compliance with Davis-Bacon Act (SATISFACTORY) – Labor rates posters available as required, labor interviews

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conducted, and no labor complaints have been presented.

OTHER AREAS: SAFETY COMPLIANCE: (EXCEPTIONAL)

- i. Adequacy of the Contractor's Safety Plan (VERY GOOD) – The Contractor's Safety Plan is very good and continues to improve with each submission for new contracts. It is evident the Contractor places great importance on the safety program for the company and its employees. Administrative plan and AHA's address site specific features of work for levee slide repairs.
- ii. Implementation of the Safety Plan (EXCEPTIONAL) – The Contractor has a long history of safe operations and a Safety First company policy. The Contractor ensured all personnel are trained in safety and all measures are in place to ensure a safe operation. Weekly tool box safety meetings and daily safety checks were performed and documented on the QC reports.
- iii. Identification and correction of safety deficiencies (VERY GOOD) – Deficiencies (such as non-working back-up alarms, broken glass, undercharged fire extinguishers) are documented, repaired or replaced, and corrective actions taken documented.
- iv. Quantitative evaluation of accidents or injuries on this project: Contractor records show 7,665.5 man-hours worked with no accidents or injuries reported.

ADDITIONAL/OTHER: I have worked with C&M Contractors, Inc. on numerous projects over several years. They have always been a good partner with the Corps and are always willing to go the extra mile to provide the level of quality desired, timely execution & completion, and every effort made to perform the work with minimal Corps clarifications and directions. C&M provided a quality product for which the Corps will be proud to turn over to the Local Sponsor. It is always a pleasure to work with Melinda and Charlie. Nicely done.

RECOMMENDATION:

Given what I know today about the contractor's ability to perform in accordance with this contract or order's most significant requirements, I would recommend them for similar requirements in the future.

Name and Title of Assessing Official:

Name: JACK D. RATLIFF

Title: Administrative Contracting Officer

Organization: Caruthersville Area Office

Phone Number: 901.579.4706 Email Address: jack.d.ratliff@usace.army.mil

Date: 12/05/2017

Contractor Comments:

Name and Title of Contractor Representative:

Name:

Title:

Phone Number: Email Address:

Date:

Review by Reviewing Official:

Name and Title of Reviewing Official:

Name:

Title:

Organization:

Phone Number: Email Address:

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