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**CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR)**

INCOMPLETE-REVIEWED

**Construction**

**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: Z2AA NAICS Code: 236220

**Evaluation Type:** Final

**Contract Percent Complete:** 100

**Period of Performance Being Assessed:** 09/22/2015 - 09/30/2016

**Contract Number:** GS06P15GYC7005 **Business Sector & Sub-Sector:** Construction

**Contracting Office:** PBS R6 **Contracting Officer:** CHAD JASPER **Phone Number:** 806-823-2171

**Location of Work:**

2306 E. Bannister Road, Kansas City, MO

**Award Date:** 09/22/2015 **Effective Date:** 09/22/2015

**Completion Date:** 09/30/2016 **Estimated/Actual Completion Date:** 09/19/2016

**Total Dollar Value:** \$1,203,555 **Current Contract Dollar Value:** \$1,203,555

**Complexity:** High **Termination Type:** None

**Competition Type:** Not Available for Competition **Contract Type:** Firm Fixed Price

**Key Subcontractors and Effort Performed:**

**DUNS:**

**Effort:**

**DUNS:**

**Effort:**

**DUNS:**

**Effort:**

**Project Number:**

**Project Title:**

RMO22504 - Substation 1&2 Transformer Replacement

**Contract Effort Description:**

Replace the four aging transformers, thereby eliminating the hazardous contamination threat posed by the PCBs contained in the units. Paint and coat the floor under the transformers and the adjacent walls that showed burn marks from the 1980s arc flash. This was a Design-Build project performed by an 8a contractor.

**Small Business Utilization:**

Does this contract include a subcontracting plan? No

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

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

**Variance (Contract to Date):**

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

Current Schedule Variance (%):

**Assessing Official Comments:**

QUALITY: This project, which at first seemed to be a simple, cut-and-dry transformer replacement, turned into a complex conjunction of various parts, all of which had to be carefully coordinated. In all cases, the contractor dealt with the obstacles and completed a very successful, innovative project. \* There were logistical concerns of getting the old, hazardous-materials-filled transformers out of a 62-year-old building. The contractor came up with an ingenious solution to use floatation devices to lift and carry the multi-ton devices in and out of the building with no incidents of spillage or disruption whatsoever.

\* There were the security concerns of a 24/7 data center operation run by the U.S Marines Corps which required the most strict adherence to closely-monitored access to the building and allowed work to only be performed during certain hours. The contractor worked around these constraints. The tenants had no complaints or issues.

\* Power shutdowns caused great concern with the building occupants. An innovative solution on the part of one of the electrical subcontractors allowed the crew to only completely shut down the building power once, then require only partial shutdowns for installation of the following three units. Power was successfully brought back up again in all cases.

\* Replacement of all four units, first thought to be possible in a couple of weeks, required four separate weekends to complete. The Saturdays were long, double-shift days for many of the workers, all of whom performed in a carefully-orchestrated, professional, efficient and even cheerful manner. This is owing, in great part, to the general contractor's hard work and talented coordination.

\* The general scope of the project required several different types of electrician groups performing very dangerous work with high voltages of electrical power. All subs were incredibly talented and performed their work flawlessly. This could have been a disaster several times over but turned into a perfectly-executed project.

\* The contractor was responsive to all communications, challenges and

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Several elements outside the original scope of work came into being:

- \* The storefront glass exit doors, through which the old transformers were to be carried out and new units brought in, were replaced with sliding doors at the request of the USMC and the building management. This action required an AE design and compliance to ABAAS standards. Placement of these doors was very particular and required specially-sensored tuning to function correctly. Card readers to the existing door had to be removed and replaced again later. A new heater was added to the vestibule in the area of the doors as the old unit did not function well.
- \* Application of an epoxy layer to the mechanical room flooring was required after testing showed that hazardous materials were there, which was unknown at the time the project was bid.
- \* Handling and transportation of the hazardous materials from the transformers out of the building and to a sanctioned facility hours away from the jobsite with the blessing of the EPA was much more involved than anyone thought it would be. A national subcontractor experienced in this kind of work was brought in to handle this task and caused great angst for a couple of months in working out the logistics. All was finally resolved and the process went smoothly.

**SCHEDULE:** Because of all the complications listed in the Quality tab, the project was not finished in the month-long timeline originally envisioned for the project. The multiple complexities faced by the contractor forced the whole project back six months. One of the greatest impacts had to do with an electrical power separation project that was going on at the same time. That project was also delayed for months which caused this project to await its completion in June. The added elements during design (the door, the hazardous materials cleanup) took time to work through. The contractor updated the schedule several times but was always dependent on an answer from one party or another -- and they all had to be coordinated. Once all was set up and ready for the actual transformer replacement, things went very smoothly and well. Again, considering the high risk factor of this project, it's amazing that it was completed when it was.

**COST CONTROL:** There were only two change orders associated with the project, one of which was the changes to the South Entry -- the new sliding doors and all associated with them. The other had to do with UL-complaint door hardware and labeling, which should have been outlined during design, and to provide the vestibule heater, a device added late in the project.

**MANAGEMENT:** Details of the project issues are outlined in the Quality tab. The General Contractor created an exceptionally well-executed project under trying circumstances. The team consisted of a host of different subcontractors from various companies and firms. All seemed to work together really well, which doesn't always happen on a construction project. Their professionalism and delight in working together was plainly evident -- and the GC made this happen.

**REGULATORY COMPLIANCE:** Aside from all of the typical regulatory contract requirements the contractor had to comply with, the handling and transportation of the hazardous materials required special attention and time. C&M ensured that all requirements were met and adhered to, providing ample certifications and paperwork at the end of the project to prove they conducted their work appropriately.

**ADDITIONAL/OTHER:** The contractor performed exceptionally well on this project and we would use them again. **NOTE:** Past Performance Evaluation - The Government reserves the right to further evaluate performance following substantial completion. The Government will consider performance during the warranty period. Should a contractor's performance during this period necessitate a revision to the existing evaluation, a revised evaluation will be completed and shall stand as the final evaluation of record. In accordance with GSA policy all items that were rated other than SATISFACTORY received comments. Project Team Evaluation included: PM- Jean Dodd, COR-Tom Thomas, CS-Adam Sawatzke, CO-Chad Jasper.

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**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: CHAD JASPER

Title: Contracting Officer

Organization: General Services Administration

Phone Number: 816-823-2171 Email Address: chad.jasper@gsa.gov

Date: 01/26/2017

**Contractor Comments:**

ADDITIONAL/OTHER: GSA worked efficiently and diligently to get this project off the ground. They assisted us in any way possible to expedite this project and maintain all safety standards in the process.

CONCURRENCE: I concur with this evaluation.

**Name and Title of Contractor Representative:**

Name: MELINDA VAUGHN

Title: President

Phone Number: 573-996-3113 Email Address: melinda@candmcontractors.com

Date: 01/30/2017

**Review by Reviewing Official:**

**Name and Title of Reviewing Official:**

Name:

Title:

Organization:

Phone Number: Email Address:

Date:

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