

**EXHIBIT C - Past Performance Reference Questionnaire****Instructions to Offeror for sending Reference Questionnaire Forms:**

Prepare and submit this package to the owners of the projects listed in your Exhibit A “Performance Relevancy Questionnaires”. For Government contracts, send to the Contracting Officer or Technical Representative. For commercial references, send to personnel with duties similar to those for Government contracts. Offerors should follow-up and encourage references to get the questionnaires to the Contracting Officer in a timely manner. If you have multiple references at one location (military installation, building, etc.), send one cover letter and questionnaire for each contract you want a reference for. Your questionnaire package should contain the following:

- Cover Letter (See the Sample on the following page).
- Past Performance Questionnaire (the next 6 pages). The Offeror should put name in spaces indicated and ensure it is on every page for identification purposes.
- Suggested - Pre Addressed stamped envelope to return to Contracting Officer.

**THE OFFEROR SHOULD PLACE THEIR NAME ON TOP OF EACH QUESTIONNAIRE PAGE.**

**THE OFFEROR SHOULD DELETE THESE INSTRUCTIONS BEFORE SENDING OUT QUESTIONNAIRES.**

**SAMPLE TRANSMITTAL LETTER AND  
PAST PERFORMANCE EVALUATION QUESTIONNAIRE**

Your Company Letterhead

Date: \_\_\_\_\_

To: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

We have listed your **{{ firm or agency }}** as a reference for the work we have performed for you as identified on the following page. Our firm has submitted a proposal under a project advertised by the Detroit District US Army Corps of Engineers Contracting Office. In accordance with Federal Acquisition Regulations (FAR), they will evaluate our firm's past performance. Your candid response to the attached questionnaire will assist the evaluation team in this process.

We understand that you have a busy schedule and your participation in this evaluation is greatly appreciated. Please complete the enclosed questionnaire as thoroughly as possible. Space is provided for comments. Understand that while the responses to this questionnaire may be released to the Offeror, FAR 15.306 (e)(4) prohibits the release of the names of the persons providing the responses. Complete confidentiality will be maintained. Only one response from each office is required.

E-mail is the preferred form of submission. Please submit completed questionnaires in PDF format to Michael.d.freestone@usace.army.mil, no later than 1 July, 2009 at 2:00 P.M. EST Questionnaires may also be faxed to (313) 226-2209, Attn: Michael Freestone, or mailed to the following address:

USACE, Contracting Office  
Attn: Michael Freestone  
477 Michigan Ave., Room 700  
Detroit, MI 48226-4523

If you have questions regarding the attached questionnaire or require assistance, please contact Michael Freestone at (313) 226-2797. Thank you for your assistance.

Signature and Title

SOURCE SELECTION SENSITIVE WHEN COMPLETED  
\*\*\*NOT TO BE RELEASED OUTSIDE GOVERNMENT CHANNELS\*\*\*

PAST PERFORMANCE QUESTIONNAIRE

**Part I** (to be completed by the Contractor submitting a proposal)

Reference is provided for: \_\_\_\_\_

Contract No. or Project Title: \_\_\_\_\_

Date of Award: \_\_\_\_\_

Completion Date: \_\_\_\_\_

Location: \_\_\_\_\_

Dollar Amount: \_\_\_\_\_

Brief description of work and your role in the referenced contract:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Part II** (to be completed by person providing reference)

Reference provided by: \_\_\_\_\_

Company/Agency: \_\_\_\_\_

Business Address: \_\_\_\_\_

\_\_\_\_\_

Telephone Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Relationship to Contract: \_\_\_\_\_

If the information pre-filled in Part 1 above is inaccurate, please indicate.

**Rating Descriptions:** Please use the following descriptions as guidance in providing ratings.

<b>Rating</b>		<b>Definition</b>
E	Exceptional	Indicates the contractor's performance record within the area of evaluation <i>exceeded</i> that required by the contract.
VG	Very Good	Indicates the contractor's performance record within the area of evaluation <i>met all</i> of the contractual requirements.
S	Satisfactory	Indicates the contractor's performance record within the area of evaluation <i>met essentially all</i> of the contractual requirements.
M	Marginal	Indicates the contractor's performance record within the area of evaluation <i>met some</i> of the contractual requirements. Changes to the contractor's existing processes may be necessary in order to achieve contract requirements.
U	Unsatisfactory	Indicates the contractor's performance record within the area of evaluation <i>failed to meet</i> the contractual requirements.
NA	Unknown or Not Applicable	The question does not apply. No performance record identifiable within the area of evaluation.

The questionnaire should be submitted by the following means:

E-mail submission in PDF format is preferred. Please e-mail your responses to Mr. Michael Freestone at [Michael.d.freestone@usace.army.mil](mailto:Michael.d.freestone@usace.army.mil).

Questionnaires may also be returned via fax to (313) 226-2209.

Forms may be mailed to:

USACE Contracting Office  
 Attn: Michael Freestone  
 477 Michigan Ave, Room 700  
 Detroit, MI 48226

Please mark the cover sheet "W911XK-09-R-0010 – Source Selection Sensitive Information".

Offeror Name: \_\_\_\_\_

*Please circle the appropriate rating.*

1. Rate the responsiveness of the contractor's quality program in identifying, correcting, and preventing initial and recurring discrepancies.

E VG S M U N/A

Remarks: \_\_\_\_\_

2. Rate the contractor's quality procedures and how well employees followed them.

E VG S M U N/A

Remarks: \_\_\_\_\_

3. Rate the adequacy of submittals. Were submittals well researched and were materials clearly identified to include substitute products' salient material characteristics?

E VG S M U N/A

Remarks: \_\_\_\_\_

4. Overall, how would you rate the quality of workmanship for this project?

E VG S M U N/A

Remarks: \_\_\_\_\_

5. Rate timeliness in meeting requirements and adhering to contract schedules (delivery/performance), taking into account all excusable delays, including cooperation and attention to contract completion efforts.

E VG S M U N/A

Remarks: \_\_\_\_\_

6. Rate the contractor's timeliness in providing notices of delays/schedule revisions and timely status to Government via progress schedules/critical path charts, etc. Was the project completed in a timely manner?

E VG S M U N/A

Remarks: \_\_\_\_\_

7. Rate the contractor's project management in terms of timely material delivery, accurate and timely submission of submittals, timely payment of subcontracts, and general business practices.

E VG S M U N/A

Remarks: \_\_\_\_\_

Offeror Name: \_\_\_\_\_

*Please circle the appropriate rating.*

8. Rate how well subcontractors/tradesmen were managed and work was coordinated. Explain any subcontracting issues (positive or negative) that impacted the performance of the contract.

E VG S M U N/A

Remarks: \_\_\_\_\_

9. Rate the adequacy of the contractor’s environmental program, oversight compliance and management.

E VG S M U N/A

Remarks: \_\_\_\_\_

10. Rate the contractor’s ability to provide adequate, competent, and qualified management, key personnel, and technical personnel. Were they capable of meeting contract requirements throughout the performance period of the contract?

E VG S M U N/A

Remarks: \_\_\_\_\_

11. Rate the contractor’s work independent of Government guidance, oversight, and assistance.

E VG S M U N/A

Remarks: \_\_\_\_\_

12. Rate the effectiveness of the contractor’s key management personnel in supporting the initial contract startup, managing contingency situations, providing quality plans, and responding to problems and changes.

E VG S M U N/A

Remarks: \_\_\_\_\_

13. Rate the contractor’s effectiveness in meeting cost/price performance targets and controlling contingencies (changes, etc.).

E VG S M U N/A

Remarks: \_\_\_\_\_

14. Rate the flexibility, cooperativeness, and reasonableness of the contractor in meeting mission requirements, particularly when faced with short-notice mission changes.

E VG S M U N/A

Remarks: \_\_\_\_\_

15. Was the site manager always present on the site when work was performed?

E VG S M U N/A

Remarks: \_\_\_\_\_

Offeror Name: \_\_\_\_\_

*Please circle the appropriate rating.*

16. Rate the timeliness and effectiveness of the contractor’s responses to and resolution of technical problems. Did the site manager have sufficient authority to make decisions or take actions during project performance?

E VG S M U N/A

Remarks: \_\_\_\_\_

17. Overall, how would you rate this contractor’s business practices, customer relations, and ability to successfully perform? Did the contractor demonstrate a reasonable and cooperative business relationship with the Government’s contract management personnel?

E VG S M U N/A

Remarks: \_\_\_\_\_

18. Rate the effectiveness of the contractor’s safety program in ensuring compliance with federal, state, and local regulations. Did the contractor implement and follow their safety plan, and run a ‘safe’ job site?

E VG S M U N/A

Remarks: \_\_\_\_\_

19. Rate the contractor’s compliance with applicable Federal laws and regulations such as: the Davis Bacon Act – timely payrolls and compliance; Drug-Free Workplace; Environmental Regulations and Use of Recovered Materials; Executive Orders 13101 and 13423?

E VG S M U N/A

Remarks: \_\_\_\_\_

20. Rate the contractor’s compliance with Utilization of Small Business Concerns requirements. If the contractor is a large business, were their small business subcontracting goals met?

E VG S M U N/A

Remarks: \_\_\_\_\_

21. Rate the contractor’s innovativeness in performing the technical aspects of the contract and resolving problems. How well did the contractor respond to and act on customer feedback?

E VG S M U N/A

Remarks: \_\_\_\_\_

Offeror Name: \_\_\_\_\_

22. How would you rate the contractor's overall performance?

Remarks: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

23. What were the contractor's top documented strengths, if any, in performing the contract requirements?

Remarks: \_\_\_\_\_  
\_\_\_\_\_

24. What were the contractor's top documented weaknesses, if any, in performing the contract requirements?

Remarks: \_\_\_\_\_  
\_\_\_\_\_

25. Please provide any addition information you feel is not addressed elsewhere.

Remarks: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Thank you for providing your remarks. Please ensure that you return this questionnaire to the Contracting Agency. Please do NOT return to the evaluated contractor.