



## **REQUEST FOR QUALIFICATIONS**

**For**

**“ON-CALL” DESIGN ENGINEERING SUPPORT SERVICES**

**For**

**DESIGN ENGINEERING DIVISION**

**STOCKTON, CALIFORNIA**

**April 21, 2025**



**San Joaquin County Department of Public Works  
1810 East Hazelton Avenue  
Stockton, California 95205  
(209) 953-7452**

**Solicitation #SJCDPW-RFQ-25-02**

**COUNTY OF SAN JOAQUIN  
DEPARTMENT OF PUBLIC WORKS  
REQUEST FOR QUALIFICATIONS  
SJCDPW-RFQ-25-02**

**ON-CALL DESIGN ENGINEERING SUPPORT SERVICES**

**1.0 INTRODUCTION**

The San Joaquin County Department of Public Works (SJCDPW) requests statements of qualifications from engineering consulting firms to provide on call design engineering support services for miscellaneous projects in San Joaquin County (County).

SJCDPW will establish a list of three (3) to five (5) consultant firms to provide services on an “On-Call” basis. The intent is to obtain, through a Request for Qualifications (RFQ) method of procurement, multiple consultant service Purchase Agreements for on-call design engineering support services for an amount not-to-exceed \$200,000 per fiscal year. Individual consultant service Purchase Agreements will be developed and executed with each firm on the “On-Call” List. The On-Call List will be utilized by SJCDPW for a two-year period with the option of SJCDPW to extend the On-Call List for an additional year.

**2.0 PRELIMINARY SCOPE OF SERVICES**

SJCDPW will be soliciting qualifications from consultant engineering firms to provide on call design engineering support services including field surveying, environmental clearances, hydrology studies, preparation of plans, specifications and engineer’s estimate (PS&E), right-of-way, engineering coordination, scheduling, and administrative services for miscellaneous projects. Registration as a professional engineer licensed in the State of California is required. The professional services will include roadway rehabilitation and resurfacing as well as minor concrete and small concrete structures on an as-needed basis for each specific project assignment.

The projects may involve Federal funding. Specific project assignment may be required to obtain environmental clearance in accordance with National Environmental Policy Act (NEPA) as well as California Environmental Quality Act (CEQA) guidelines. SJCDPW assumes that most, if not all, of the projects will prompt a NEPA Categorical Exclusion and a CEQA Categorical Exemption. It is understood that complex facilities may require additional environmental studies as agreed by SJCDPW and the consultant for each specific project assignment.

A CONSULTANT has the option of using subconsultants, but subconsultants must be approved in writing by SJCDPW prior to proceeding. Disadvantaged Business Enterprise (DBE) goals will be established after the on-call consultants are selected but prior to any task order being issued. However, in accordance with the law, the CONSULTANT shall not discriminate on the basis of race, color, national origin, or sex in the award or performance of subcontracts.

A comprehensive scope of work, schedule, and cost proposal will be developed for each specific project assignment. On-call assignments will establish fixed unit pricing and a not-to-exceed amount for each specific project assignment. The method of payment for each project will be actual cost plus a fixed fee. All specific project assignments shall use the latest California Department of Transportation (Caltrans) Standard Specifications for Construction of Local Streets and Roads and Caltrans-based Standard Special Provisions. A variety of funds may be utilized by SJCDPW including Federal, State, and local

funds depending upon the specific project assignment. On-call design engineering support services may be required for, but not limited to, the following:

- field surveying
- NEPA and CEQA clearances
- right-of-way engineering
- utility surveys, relocation plans, and coordination
- Hydrology studies
- storm drainage engineering
- roadway engineering
- preparation of PS&E
- construction staking
- public outreach assistance
- design support during construction

SJCDPW shall furnish access to all information, data, and maps as currently exist in files to assist in carrying out each specific project assignment, to the CONSULTANT, without charge, and SJCDPW shall cooperate in every way possible to carry out of the work without delay. The CONSULTANT will be required to check and investigate existing information and conditions and notify SJCDPW of any deficiencies. The CONSULTANT agrees that SJCDPW's responsibility to provide access to information is limited to data of record in SJCDPW files and in the format as recorded.

### **3.0 STATEMENT OF QUALIFICATIONS CONTENT REQUIREMENTS**

The Statement of Qualifications (SOQ) submission may not exceed twenty-five (25) single-sided standard sized (8 ½" by 11") pages. The page limit does not apply to an optional, one-page table of contents, any folder, or cover. Each page must be numbered. Costs for preparing and submitting a response to this RFQ are entirely the responsibility of the CONSULTANT and shall not be charged to the County or recovered from the County in any way.

The SOQ content to submit includes a cover letter, a conflict of interest disclosure, and a summary of qualifications and experience; it also includes a schedule of costs and fees as described below:

#### **3.1 Cover Letter:**

- A. Summary— Provide a summary of the firm's SOQ submission contents, emphasizing qualifications and capabilities of the CONSULTANT and any subconsultants, if appropriate. The summary should indicate an understanding of the requested engineering services required for performance.
- E. Office Location— Indicate where the work is to be performed. If the work is to be shared among firms or different offices, then identify the locations and the work to be performed in each office. Travel to project sites will be required, but excessive travel time and expenses will be avoided to ensure operating efficiency and responsible cost control. This requirement is more easily met by CONSULTANTS that are capable of responding on site with short notice and that are based within a 75-mile radius of Stockton, California.
- C. Insurance— Provide a brief statement that the current insurance coverage of the CONSULTANT and any subconsultants meets the requirements, as stated below, or that the firm and any subconsultants will be able to obtain the required insurance coverage:

General Liability Insurance on an occurrence based policy, including contractual liability with a combined single limit in the minimum amount of \$1,000,000.

Automobile Liability Insurance with a combined single limit in the minimum amount of \$1,000,000.

Professional Liability Insurance on an occurrence based policy with an aggregate limit in the minimum amount of \$1,000,000.

Workers' Compensation Insurance as required by law.

- D. Indemnification— Provide a brief statement that the consultant firm and any subconsultants shall be able to comply with the following indemnification requirement:

CONSULTANT shall, at its expense, defend, indemnify and hold harmless the County of San Joaquin and its employees, officers, directors, CONSULTANTS and agents from and against any losses, liabilities, damages, penalties, costs, fees, including without limitation reasonable attorneys' fees, and expenses from any claim or action, including without limitation for bodily injury or death, to the extent caused by or arising from the active and/or passive negligence or willful misconduct of CONSULTANT, its employees, officers, agents or Subconsultants.

CONSULTANT shall hold the COUNTY, its officers and employees, harmless from liability, of any nature or kind on account of use of any copyrighted, or un-copyrighted composition, secret process, patented or un-patented invention articles or appliance furnished or used under this order.

- E. EEO— Provide a brief statement that the consultant firm and any subconsultants shall comply with the applicable Federal, State and local regulations concerning equal employment opportunity.
- F. Debarment— In accordance with the Code of Federal Regulations, Title 49, Part 29, Debarment and Suspension Certification, the CONSULTANT shall certify that the consulting firm is currently not subject to any suspensions, debarments or voluntary exclusions or ineligibility determinations by any Federal agency.

- G. Signature and contact information—

The cover letter shall be signed by the CONSULTANT's Project Manager and an official authorized to negotiate and contractually bind the firm with the County regarding the requested services. The Project Manager shall be the main contact with SJCDPW for technical and contractual issues and shall be responsible for the direction of day-to-day progress of a specific project assignment. Please provide the telephone number, email, and office location of the Project Manager.

### 3.2 Conflict of Interest:

The CONSULTANT shall disclose and list any financial, business or other relationships with the County that may have an impact on the outcome of request design engineering services required for performance. A potential conflict of interest includes, but is not limited to, work related to contracts with

other County departments, other counties, other cities, local land developers, current clients and other parties who may have a financial interest in the outcome of the on-call design engineering services.

In addition, the CONSULTANT shall provide a brief statement that the consultant firm and any subconsultants shall be able to comply with the Conflict of Interest Statement as required below:

CONSULTANT covenants that CONSULTANT, its officers, employees or their immediate family, presently has no interest, including, but not limited to, other projects or independent contracts, and shall not acquire any such interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this Agreement. CONSULTANT further covenants that in the performance of this Agreement no person having any such interest shall be employed or retained by CONSULTANT under this Agreement. CONSULTANT shall not hire COUNTY'S employees to perform any portion of the work or services provided for herein including secretarial, clerical and similar incidental services except upon the written approval of COUNTY. Performance of services under this Agreement by associates or employees of CONSULTANT shall not relieve CONSULTANT from any responsibility under this Agreement.

At the County's discretion, a potential conflict of interest may be waived or factored into final award decisions and/or a modified scope of work.

### 3.3 Qualifications and Experience:

Summarize the qualifications and relevant experience for the Consultant firm and all subconsultants, if appropriate. The following items shall be included:

- A. A summary of the Consultant firm's overall capabilities, history, recent and related experience, and expertise. The proposed relationships among all key personnel and support staff that are expected to provide design engineering support services should also be identified. Provide a description and an organizational chart of the proposed team structure. Provide information on the firm's experience related to previous on-call design engineering support services for public agencies. Provide information on the firm's current workload, facilities, resources, and experience that clearly demonstrate its ability to successfully provide design engineering support services.
- B. Brief resumes of relevant experience for the key personnel anticipated to provide on-call design engineering support services and an explanation of the function that each key person will be performing. Provide information for the key personnel associated with relevant experience related to previous on-call design engineering support services for public agencies. Similar information is required for each subconsultant utilized, if any, and the approximate percentage of their contribution. The Consultant firm shall include a statement of the level of guaranteed commitment of the proposed key personnel to actually perform on-call design engineering support services for SJCDPW.
- C. A list of similar reference projects that the key personnel, anticipated to provide on-call design engineering support services for SJCDPW, have previously completed. The reference projects listed should be similar or the same as those that will be required for SJCDPW's on-call design engineering support services. The reference list should include:
  - Client name, contact person, and current telephone number (Note: If the contact person or

telephone numbers are incorrect, then the Consultant firm may receive zero points for that reference).

- Project description and location.
- Description of services provided.
- Budget performance.
- Schedule performance.
- Key personnel involved.
- Subconsultants employed.

- D. Describe at least one primary reference project example in more technical detail than those listed under 3.2.C. above that has been completed within the last three years. SJCDPW would prefer that this primary reference project example be a resurfacing project with a minor structure extension; demonstrate working under an on-call arrangement for a public agency; and document knowledge of Caltrans' Standard Specifications and Special Provisions. Describe the approach and methodology that were used to provide the required services including any equipment or special software. Clearly identify the specific level of design engineering work that was performed as well as the Consultant firm's interaction with the client and other involved parties. The level of detail must clearly delineate between major and minor work tasks. Identify any supplemental tasks that were deemed necessary or recommended which enhanced engineering, review, acceptance, advertising, construction, reduced cost, or expedited delivery.

Indicate where the work was performed. If the work was shared among firms or different offices, identify the office locations and the work that was performed in each office. Identify what were the project manager's specific responsibilities. List all subconsultants that provided services to the Consultant firm for the completion of the project and describe the role they performed. Identify who performed quality control and provide a percentage of time that was devoted by the Consultant firm in performing this function related to work effort and products. Indicate how much staff time other agencies devoted to the completion of the design engineering support services. Include the names, addresses, and current telephone numbers of the agency and the name of the key representative assigned to the design engineering work.

- E. Knowledge of Local Conditions and Concerns: The County is comprised of varied municipalities, communities, and a significant unincorporated rural area. Community outreach efforts may require participation by agricultural, retail, development, and manufacturing interests as well as homeowners and other residents. Describe the firm's familiarity with the area based on research, work experience, locale, or other factors.

### 3.4 Schedule of Costs and Fees (Separate sealed envelope only):

SJCDPW **will only require** a schedule of costs and fees from consultants selected to the On-Call List. The Schedule of Costs and Fees should follow the format provided in Exhibit "B". The Schedule of Cost and Fees shall also be required for all proposed subconsultants in the required format.

The schedule of costs and fees will include current fee schedules, personnel wage rate sheets and other costs. The firm shall provide specific hourly rates for each class of employee, specialist, and/or subconsultant. Such specific rates of compensation are to include an hourly breakdown, direct salary costs, salary additives, indirect costs, and fixed-fee or profit. Other direct costs should be set forth as independent cost items. The schedule of costs and fees shall include a separate itemization of any additional costs, such as mileage, printing, postage, and other

reimbursable expenses.

The schedule of costs and fees shall also include Consultant's Certification of Financial Management System and Contract Cost. These financial statements should include representation from the Consultant's management that the amounts are current, accurate and are prepared in compliance with regulations that apply to specific circumstance as specified in the American Association of State Highway and Transportation Officials Uniform Accounting & Auditing Guide.

Please note SJCDPW policy does not allow "cost-plus" or "mark-up" on Purchase Agreements and also note specific projects assignment will establish fixed unit pricing and the not-to-exceed amount for each specific project assignment.

#### **4.0 SOQ SUBMISSION PROCEDURES AND REQUIREMENTS**

- 4.1 SJCDPW reserves the right to reject any and all SOQs, or to negotiate separately with any source whatsoever in any manner necessary to serve the best interests of SJCDPW. Nonacceptance of any SOQ will be devoid of any criticism and of any implication that the qualifications or the proposals were deficient.
- 4.2 Costs for developing SOQs are entirely the responsibility of the Consultant and shall not be chargeable in any way to SJCDPW. All materials submitted become the property SJCDPW and may be returned only at SJCDPW's option.
- 4.3 Firm will have options of submitting proposals via hard copy **OR** through: <https://www.bidexpress.com>. Technical proposals received later than the below date and time will be rejected and returned to sender unopened. Proposals delivered by fax or email will not be accepted.
- 4.4 **HARD COPY SUBMITTAL: One (1) hard copy and one (1) electronic copy on a flash drive of the SOQs, signed by an authorized representative to:**

Nhan Tran  
County of San Joaquin  
Department of Public Works  
1810 East Hazelton Avenue  
Stockton, California 95205

Label the envelope or box containing the SOQ in the lower left corner as follows:

On-Call Design Engineering Support Services SOQ  
Name of Submitting Firm  
OPEN BY SJCDPW CONSULTANT SOLICITATIONS STAFF ONLY

The SOQ must be delivered and received by SJCDPW no later than **12:00 pm on Monday, May 19, 2025**. SOQs delivered after this time will be rejected and returned to the proposer unopened.

#### **4.5 BIDEXPRESS SUBMITTAL:**

Firm may also submit proposals at <https://www.bidexpress.com>. One (1) electronic proposal, electronically signed by an authorized representative, shall be submitted on or before **12:00 pm**

on Monday, May 19, 2025.

**Caution:** Bid Express is a subscription bid submitting platform. There is a vetting process for submitting proposals on Bid Express. Please contact Bid Express for more information.

## 5.0 SOQ TECHNICAL QUESTIONS

- 5.1 General questions regarding the selection process may be directed to Nhan Tran, Management Analyst II by email at [ntran@sigov.org](mailto:ntran@sigov.org).
- 5.2 Technical questions regarding the requested services must be submitted in writing and must be received according to the schedule in Section 6.1 Consultant Selection Schedule. Written questions should be of a technical nature to allow for the clarification of the RFQ. Please direct written questions to Nhan Tran by email at: [ntran@sigov.org](mailto:ntran@sigov.org).
- 5.3 No written technical questions regarding this RFQ will be answered after the designated time. Responses to written questions that warrant a clarification of the RFQ will be posted at <https://www.sigov.org/departments/pwk/rfps-and-rfq>. Prospective Consultants are encouraged to register at this web page to receive an emailed Notice of Release of Addendum. Information will be provided to registered Prospective Consultants according to the schedule in Section 6.1 Consultant Selection Schedule.

## 6.0 CONSULTANT SELECTION PROCESS

- 6.1 Consultant Selection Schedule: SJCDPW will follow the consultant selection schedule listed below, but reserves the right to modify the schedule in any manner necessary to serve the best interests of SJCDPW:

Release Request for Qualifications.....	Monday, April 21, 2025
Written Questions Submitted .....	Thursday, May 8, 2025
Release Response to Written Questions .....	Friday, May 9, 2025
<b>Statement of Qualifications Due.....</b>	<b>Monday, May 19, 2025, by 12:00 p.m.</b>
Notification/Scheduling Oral Interviews .....	Wednesday, June 4, 2025
Consultants Oral Interviews .....	Thursday, June 12, 2025
Notify Consultants of Ranking.....	Friday, June 13, 2025
Schedule of Costs & Fee from Ranked Firms....	Wednesday, June 18, 2025
Negotiation Meeting .....	Wednesday, June 25, 2025
Conclude Negotiations.....	Friday, June 27, 2025

- 6.2 Qualifications Evaluation: SJCDPW will review the SOQs for completeness, clarity, and content. Each SOQ will be reviewed to determine if it meets the proposal requirements contained in Section 3.0 "STATEMENT OF QUALIFICATIONS CONTENT REQUIREMENTS." SJCDPW may reject any SOQ if it is conditional, incomplete or contains irregularities. SJCDPW may waive an immaterial deviation or irregularity in an SOQ submittal without amending the RFQ requirements.

SJCDPW will assemble a selection committee which will evaluate those SOQs that meet the qualification and proposal requirements and will also select candidate firms for oral presentations and interviews. Reference checks will be conducted by SJCDPW staff according to the schedule in Section 6.1 Consultant Selection Schedule. The evaluation of the written qualifications will be based on the criteria shown in Attachment A. The selection committee may consist of members



from the Design Engineering Division of the SJCDPW, as well as qualified members of other agencies.

Aside from the evaluation process described herein, consultants or their representatives are strictly prohibited from attempting to influence the outcome of the selection by contacting selection committee members, elected officials, SJCDPW staff, or other individuals and entities involved in the process of selecting the consultant. Any such attempt to influence selection outside of the proscribed process will be grounds for disqualification.

- 6.3 Oral Presentation and Interview Selection Process: An oral presentation and interview will be conducted with the firms that are ranked the four (4) to seven (7) highest based upon written qualifications and references. SJCDPW may choose to increase or decrease the number of firms interviewed. Those firms invited to interviews will be notified of the dates and times of their interviews. SJCDPW anticipates that oral interviews would be arranged according to the schedule on Section 6.1 Consultant Selection Schedule. Firms will also be notified of additional information, if any, to be submitted at the oral presentation and interview. Failure to appear at the oral presentation and interview will be considered non-responsive and the firm will be eliminated from further consideration. Oral presentations and interviews would be evaluated using the criteria shown in Attachment A.
- 6.4 Selection Process: SJCDPW has critical project development time frames that must be met. Preference will be given to the design engineering consulting firms that demonstrate the availability of key qualified personnel and a commitment to begin work as soon as possible when needed and will cover all of the needs and requirements of the proposed specific project assignment. Based upon the evaluation of written SOQs reference checks and interview/oral presentation, SJCDPW's selection committee will select three (3) to five (5) firms to be considered the most qualified to provide on call design engineering services.

Please note, prolonged negotiations with any firm may result in SJCDPW selecting another firm from the On-Call List, regardless of ranking, for a project specific assignment.

The sealed schedule of costs and fees of the selected consultants with the highest scores will be opened after the final scores have been tabulated and firms have been ranked for the On-Call List. Selection of the firms for the On-Call list will be based on qualifications, references, and presentation; the sealed schedule of costs and fees will be used as a starting point for negotiations with the selected firms. The cost and fee schedules submitted by firms not selected will be returned in their original sealed envelopes.

6.5 Specific Project Assignments

At the time of specifying a project assignment, SJCDPW will provide the relevant background information including DBE information to all CONSULTANTS on the On-Call List. All CONSULTANTS on the On-Call List will prepare and submit to SJCDPW a specific project assignment scope of work, cost proposal, and schedule. At that time, SJCDPW will select a CONSULTANT for project assignments based on a range of factors including, but not limited to, the specialized qualifications of key personnel, recent project experience in a specific work area, cost to the project assignment, and the firm's past performance in provided services to SJCDPW. Fixed unit pricing and the not-to-exceed amount will be established for each specific project assignment.

At that time, the selected CONSULTANT will also delineate for SJCDPW any perceived special

conditions associated with the specific project assignment. The selected CONSULTANT's scope of work, cost proposal, and schedule will be used as the starting point for negotiating a specific project assignment Task Order. If terms to establish a Task Order, acceptable to SJCDPW, cannot be reached in a reasonable period of time, then SJCDPW will cease negotiation with the selected CONSULTANT and negotiate with another CONSULTANT from the On-Call list. The compensation discussed with one prospective CONSULTANT will not be disclosed or discussed with another CONSULTANT.

This process will be repeated, if necessary, until a specific project assignment Task Order, acceptable to SJCDPW, is negotiated. The selected CONSULTANT shall perform services as requested by SJCDPW, only after receipt of a fully executed Purchase Order and SJCDPW has issued a written "Notice to Proceed" for each specific task order.

#### 6.6 Use of Subconsultants:

A CONSULTANT has the option of using subconsultants that are approved in writing by SJCDPW prior to proceeding. Goals for the requested services have not been established for the participation of DBEs. However, the CONSULTANT is required to be fully informed with respect to Part 26, Title 49, Code of Federal Regulations (CFR) entitled "Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs." DBE participation goals may be applied to specific projects and work tasks as the work to be assigned becomes available. It is the policy of SJCDPW that DBEs shall be encouraged and have the maximum opportunity to participate in the performance of contracts and projects supported by federal funding. The CONSULTANT shall ensure DBEs have the maximum opportunity to participate in the performance of federally-funded work as required by Part 26, Title 49 CFR as amended. The CONSULTANT shall not discriminate, in the award or performance of subcontracts, on the basis of race, color, national origin, or sex.

### 7.0 **FIRM ON INACTIVE STATUS OR REMOVING A FIRM**

The criteria in Attachment B will be used to place a design engineering support firm on inactive status or remove a firm from the "On-Call" List.

*Thank you for your interest in serving the people of San Joaquin County.*

Attachment A: QUALIFICATIONS EVALUATION WORKSHEET

Attachment B: FIRM ON INACTIVE STATUS OR REMOVING A FIRM

Exhibit "A": BOILERPLATE PURCHASE AGREEMENT

Exhibit "B": SCHEDULE OF COSTS & FEES/ CERTIFICATION OF FINANCIAL SYSTEM & CONTRACT COST.

**QUALIFICATIONS EVALUATION WORKSHEET**

CONSULTANT \_\_\_\_\_  
 Subconsultants \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

	(a) Weight	(b) Score (0-10)	(a) x (b) Weighted Score
<b><u>WRITTEN QUALIFICATIONS</u></b>			
A. Firm's Overall Capabilities as requested in 3.3 A	2.00	_____	_____
B. Key Personnel as requested in 3.3.B.	2.00	_____	_____
C. Similar & Primary Reference Projects in 3.3 C & D	1.00	_____	_____
D. Knowledge of Local Conditions in 3.3 E	1.00	_____	_____
E. Reference Checks	1.00	_____	_____
<b>SUBTOTAL WRITTEN SCORE (70.0 POINTS MAXIMUM)</b>			_____
<b><u>ORAL PRESENTATION/INTERVIEW</u></b>			
A. Demonstrated knowledge of required work	1.50	_____	_____
B. Demonstrated course of action to meet goals	0.50	_____	_____
C. Demonstrated sensitivity to local/regional issues	0.50	_____	_____
D. Demonstrated capabilities of firm/subconsultant project team	0.50	_____	_____
<b>SUBTOTAL INTERVIEW SCORE (30.0 POINTS MAXIMUM)</b>			_____
<b>TOTAL SCORE (WRITTEN + ORAL = 100 POINT MAXIMUM)</b>			_____

EVALUATOR \_\_\_\_\_ DATE \_\_\_\_\_

## **FIRM ON INACTIVE STATUS OR REMOVING A FIRM**

### **FIRM ON INACTIVE STATUS:**

1. If a design engineering support firm loses their technical expertise and does not replace that expertise within two (2) months, then the firm will be put on inactive status. Replacement of technical expertise will require written SJCDPW approval to allow the firm to be reinstated on the "On-Call" List.
2. If a design engineering support firm declines a specific project assignment two (2) consecutive times, then the firm will be put on inactive status. A written request from the inactive firm, providing appropriate justification, will be required to seek reinstatement on the "On-Call" List. Written SJCDPW approval will be required to allow the firm to be reinstated on the "On-Call" List.

### **REMOVING A FIRM:**

A firm may be removed from the "On-Call" List for any of the following reasons as determined by SJCDPW:

1. Loss of Technical Expertise - If a firm loses their technical expertise and has not replaced that expert within three (3) months.
2. Declining work - If a firm is put on inactive status two (2) times for declining specific project assignments.
3. Responsiveness and accessibility of the Project Manager - If a Project Manager is non-responsive and inaccessible for more than five (5) working days.
4. Poor quality control - If a firm exhibits poor quality control.
5. Poor work product and/or deliverables - If a firm produces poor work product and/or deliverables.
6. Late work milestone performance and/or late deliverables - If a firm performs work milestones late and/or delivers late work product or deliverables.