There's a tendency to overcomplicate this process. I've seen well-intended evaluation forms that scale performance from 1 to 10. Rarely can one actually discern ten finite degrees of performance. The evaluating party feels compelled to introduce irrelevant factors to justify the assigned score. This renders the evaluation arbitrary and difficult to defend when challenged.   
  
A simple and equitable approach is to set no more than 3 degrees of performance for each element in the scope of work.  
  
For example, if we're scoring on-time performance, I'd want to know if the contactor was:  
  
    1. Usually at work on time        (10)  
    2. Occasionally late to work       (5)     
    3. Frequently late to work          (0)  
  
No value is added to the evaluative process by creating finer degrees of differentiation.   
  
Conspicuous by its absence is an Item 4 for "Usually late". This is a valid basis for termination on its own strength.

The State of Alabama's bid law makes no distinction between the two.  Both would be considered as "Public Works."  Their definition for "Public Works" is:  
  
"[t]he construction, repair, renovation, or maintenance of public buildings, structures, sewers, waterworks, roads, bridges, docks, underpasses, and viaducts as well as any other improvement to be constructed, repaired, renovated, or maintained on public property and to be paid, in whole or in part, with public funds or with financing to be retired with public funds in the form of lease payments or otherwise."

Q: **Your firm's name was provided by the XYZ company as a reference.  Does your firm use the XYZ company for "widget making services?"**   
A:  Yes, they did and let me just tell you, we had the most horrible experience with them....(they went on in detail about everything that went wrong-After the contract award, I went to that Vendor directly and recommended that he contact his reference as they are having some serious issues with their services-The Vendor appreciated knowing that and did contact the reference.)  
   
Q:  **How did you obtain the services of this Vendor?**   
A:  We went through a bid process and got them.  I'm just happy we got rid of the company before this Vendor.  Their workers would sign in with us but we didn't think they were actually doing the services.  So, one day, we followed them.  The guy signed in at our office and then proceeded to go two blocks down the road to a local bar and spent the next 4 hours there!!! (The company that they were talking about was another vendor who had also responded to our IFB!).  
Q:  **What do you like MOST about this Vendor?**  
A:  They promptly respond to our service requests...I mean, their equipment was down at least once a week, so we were glad they came out promptly to repair it.

Once the team receives the submittal packages, including reference survey responses, they may submit questions or requests for information to Procurement.  Procurement will obtain the info from the reference, document and distribute to the team.  In our opinion, this promotes fair treatment of all vendors in obtaining reference surveys and assurance that all team members are evaluating based on the same information.