

Preparing for the Future: Small Works Changes

Prepared and Presented by:
Municipal Research Services Center of Washington

In partnership with:



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Samples Included

- Scope Development Checklist
- Bidder Responsibility Checklist
- Ordinance (agency roster)
- Resolution (MRSC roster)
- Rotation Policy
- Business Utilization Plan

Scope Development Checklist

Project Name: _____ No.: _____

General Description	[example: Install new pre-manufactured 20x40 storage building at (address)]
Bidding Process <i>[including schedule]</i>	<input type="checkbox"/> Site Walk: _____ <input type="checkbox"/> Pre-Bid: _____ <input type="checkbox"/> Bidder Responsibility Requirements <input type="checkbox"/> Questions Due/Process: _____ <input type="checkbox"/> Bid Bond: _____ <input type="checkbox"/> Due Date: _____ Time: _____ Format: _____ <input type="checkbox"/> Bid Forms (other forms, bidders' checklist) <input type="checkbox"/> Other: _____
Schedule [Dates]	Project Schedule [Notice to Proceed: _____ Substantial Completion: _____]
Budget	[Estimate, range, or budget] \$ _____
Existing Conditions <i>[include any surveys, pictures, studies, covenants, restrictions, permits, etc.]</i>	[example: Current installation site is heavily vegetated with weeds, brush, and other similar debris.]
Site Preparation	[Site and install area are to be cleared and grubbed, to allow for a clean and level install site. All debris is to be removed. Organic yard waste to be deposited properly. Trash and non-organic and non-compostable items to be disposed. Trees and native plants are to remain, Owner has marked items to remain.]
Detailed Description <i>[If products have been the basis of "design" include what is expected and if necessary, use "or approved equal"]</i>	[From start to end all the expected deliverables and outcomes. Include items such as foundation, style, color, heated/cooled, lighting, code requirements, etc. A bullet list often works.]
Permitting <i>[Is permitting required by the contractor? If the owner has permitted also indicate and attach as existing information]</i>	<input type="checkbox"/> Yes: _____ <input type="checkbox"/> No <input type="checkbox"/> Unknown
Prevailing Wage	<input type="checkbox"/> Yes, Effective Date: _____ Region/Location: _____
Bonding and Retainage	<input type="checkbox"/> Bid Bond <input type="checkbox"/> Payment Bond <input type="checkbox"/> Performance Bond <input type="checkbox"/> Other: _____ <input type="checkbox"/> Retainage percent withheld
Insurance <i>[Include evidentiary requirements]</i>	<input type="checkbox"/> General Liability <input type="checkbox"/> Auto <input type="checkbox"/> Products Completed Operations <input type="checkbox"/> Additional Insured <input type="checkbox"/> Other <input type="checkbox"/> Employer Liability (Title 51/52)
Payment Process	<input type="checkbox"/> Application Date (i.e., 5 th day of the month): _____ <input type="checkbox"/> Electronic <input type="checkbox"/> Paper <input type="checkbox"/> Cover Page Form <input type="checkbox"/> Backup Requirements: _____
Change Order Process	<input type="checkbox"/> Change Request Form <input type="checkbox"/> Criteria under which a change will be considered
Work Acceptance	[How will the agency review and verify work? Best practice to tie to payment process]
Records Requirements	<input type="checkbox"/> Format: _____ <input type="checkbox"/> List of required submittals <input type="checkbox"/> Retention Period
Legal Requirements	[If unknown, consult your legal counsel or see other resources on MRSC.org]

Mandatory Bidder Responsibility Checklist

The following checklist is to be used in documenting that a Bidder meets the mandatory bidder responsibility criteria found in RCW 39.04.350 for public works contracting prior to Award. **Print a copy of documentation** from the appropriate website, attach it to this checklist and keep in the contract file.

Project Name: _____

Bidder's Business Name: _____

Other names the business operates under? _____

Registration and Licensure

Use the *following link* to verify responsibility criteria in each area listed below.

- Contractor Registration** – <https://secure.lni.wa.gov/verify/>

General Contractor License Number: _____ Effective Date: _____ (RCW 18.27)

Expiration Date: _____ Status: Active: Yes No

Specialty Licenses *(based on the scope of the work*)*

Plumbing (RCW 18.106) _____

Elevator (RCW 70.87) _____

Electrician (RCW 19.28) _____

Boilers _____

Manufactured/Mobile/Mobile Structures _____

Asbestos _____

Construction Cranes _____

Explosives _____

**If the work includes a scope that is required to be performed by a licensed professional, but the prime contractor is going to subcontract to a specialty subcontractor, place "subcontracted" in the line. If not subcontracted, the OWNER assumes the prime is self-performing and must have a current specialty license.*

If the work contains scopes of plumbing, elevator, or electrical work is it the best practice to require the firm to have the licensed professional named with their bid so responsibility can be recorded prior to award, even if subcontracted.

WA UBI: _____

Account Status: open closed*

*If the account is closed, the contractor will need to reopen an account prior to the award being issued.

Debarment and Violation Status

Washington State Eligibility to Bid _____ Yes _____ No*

(Check the Contractors Not allowed to bid list: <https://lni.wa.gov/licensing-permits/public-works-projects/strike-and-debar/contractors-not-allowed-to-bid>)

*If the contractor appears on the list of contractors not allowed to be they are not responsible, and their bid will need to be rejected in writing.

Federal Systems of Awards Management (SAM.gov)

Entity Registration or Unique Entity ID _____

Does Bidder have an **“Active Exclusion Record”** ____ Yes ____ No

Training and Compliance (can find as part of the L&I contractor registration <https://secure.lni.wa.gov/verify/>)

Industrial Insurance Coverage: ____ No ____ Yes Account Number:
Required Public Works Training: ____ Yes ____ No ____ Doesn't Apply
Per RCW 39.04.350 and RCW 39.06.020, has contractor had L&I training or meet exemption? ____ Yes ____ No
Prevailing Wage Compliance (wage payment violations within 3 years) (RCW 39.04.350 (1)(g)) ____ Yes ____ No
Sworn statement or verification form received acknowledging compliance? ____ Yes ____ No
<input type="checkbox"/> Apprenticeship. Has the Contractor been found out of compliance with RCW 39.04.320 within 1 year of the bid due date. ____ Yes ____ No
Employment Security Department Number: _____
State Excise Tax Registration Number: _____ Account Status: ____ open ____ closed https://secure.dor.wa.gov/gteunauth/_/#2

Check By: _____ Date: _____

**SMAPLE SMALL WORKS ORDINANCE
(Agency Specific Roster)**

Chapter X.XX - SMALL WORKS ROSTER

X.XX.010 – Small Works authorization and General Policy.

A. The AGENCY, being an authorized agency under [RCW 39.04.151](#) intends to regularly **compete public works projects** as defined by [RCW 39.04.010](#), that are **estimated to cost \$350,000 or less** and intends to establish a **small works roster** (contractor’s list) comprised of all contractors who request to be on the roster and who, *at the time of application*, are responsible as defined under [RCW 39.04.350](#).

B. Individual projects bid using the small works roster process will not be publicly advertised but will be solicited to only the applicable contractors under the applicable work category(ies). As provided in this rule, notification to all responsible contractors in a work category or to a subset of contractors on the small works roster will be in accordance with [RCW 39.04.152](#).

C. The AGENCY requires payment and performance bonds as well as retainage to be held on any awarded public works project. As allowed under [RCW 39.04.152](#), the AGENCY may make a project-by-project determination as to individual project risk and assign bonding and retainage as deemed fit. Commercial insurance coverage cannot be waived under AGENCY policy.

D. The AGENCY may establish other vendor or consultant rosters as allowed under RCW or by ordinance. The AGENCY’s small works roster is not intended to be used for services, maintenance work, or emergency work where a waiver of competitive bid is needed.

E. The AGENCY will not break up larger projects for the purpose of avoiding public advertisement.

X.XX.020 – Solicitation of contractors and establishment of the small works roster.

The small works roster shall be established as follows:

A. The AGENCY shall publish, in a newspaper of general circulation, a notice of the existence of the small works roster and solicit responsible contractors to apply to the small works roster. The AGENCY will send annual notice the State Office of Minority and Women Business Enterprise and solicit specifically to certified diverse firms.

The AGENCY shall add contractors who respond to the published notice and request to be included on the roster provided that they meet the **mandatory responsibility criteria** for public works contracting as detailed under [RCW 39.04.350](#).

The AGENCY reserves the right to request additional documentation or evidence of experience, expertise or similar through specific project solicitation or as deemed appropriate by the AGENCY.

B. In order to be included on the roster, the contractor shall submit an application provided by the AGENCY; and the application be reviewed and approved by the Director of Public Works or their designated representative.

C. (1) In the event the **[insert]** determines, upon review of the application, that in their opinion that an applicant’s business is **not responsible**, that applicant will be notified in writing, stating the bases for the determination. The AGENCY may provide an opportunity to reapply after correction or improvement of any responsibility element.

(2) The **[insert]** shall also have the authority to **remove a contractor** from the Roster for **“good cause,”** including failure to perform on two or more occasions. The form and content of the notification shall be of the same general nature as is set forth in subsection (1).

(3) Any contractor whose application has been rejected or who has been removed from the roster shall have the right to **request reconsideration** by the AGENCY. Such request shall be filed with [insert] within thirty calendar days from the date of notice by the AGENCY. The decision after any further determination by the AGENCY shall be final.

D. The AGENCY's roster **will be continuously updated** and posted on the AGENCY's website to be reviewed by the public.

E. The AGENCY's roster will be organized by **project types** and **work categories** that the AGENCY has planned to accomplish on a "rolling" five-year capital project plan or as otherwise planned. The AGENCY may add project types or work categories once planned. Roster applications will be resolicited if project types and work categories change. Current roster business will be provided to the opportunity to apply to any changed project types or work categories.

F. The AGENCY will plan and detail projects that align with the project types and work categories solicited on the small works roster.

X.XX.030 - Fees.

- A. There will be no registration fee to apply to the AGENCY's small works roster.
- B. The AGENCY will not compensate any contractor for time or effort to prepare and submit an application or any subsequent documentation or review considerations.
- C. The AGENCY does not compensate any contractor of time or effort to prepare and submit bids.

X.XX.040 – Competing Work using the Small Works Roster Process.

The small works roster process is as follows:

- A. For public works projects estimated to cost between **\$150,000 and \$350,000** the AGENCY shall solicit bids from all contractors in the **work category** that is the most like the scope of work of the project being bid.
 - 1. An **invitation to bid/quote** will contain at a minimum the **scope and nature of the work**, equipment or materials to be provided, the **project schedule and budget anticipated**, the date the project needs to be completed, if any permits are anticipated, **forms** to be used, the **form of the contract** that will need to be signed, bonding, insurance and retainage requirements, **and** the date, time and procedure for submitting bids/quotes. [INSERT OTHERS]
 - 2. Plans and specifications are not anticipated to be needed for small works projects; however, the AGENCY will endeavor to be a precise and detailed about the scope of the project and the needs as is appropriate to solicitate comparable bids.
 - 3. The AGENCY utilizes electronic bidding and anticipates receiving bids with electronic signatures and or request original documentation prior to award.
 - 4. Bidding and awarding process for small works **shall be the same** as the AGENCY's public works processes and each bid will be evaluated for responsiveness and each bidder for responsibility. The AGENCY will only award to a responsible bidder.
 - 5. The AGENCY reserves the right to waive any immaterial irregularities in bidding procedure.
 - 6. All bids received for a project will be made available for inspection.
 - 7. A contractor on the AGENCY's small works roster may submit a protest of any award under the small works roster process, provided that the protesting contractor can prove discrimination, unfair practices, or some other violation of this rule.

- B. For public works projects estimated to cost **\$149,999** or less, the AGENCY intends to use **direct contracting** when appropriate.

[2024 insert with rotation and negotiation]

X.XX.050 – Notification and Use of the Small Works Roster.

- A. For a period of no less than twenty-four (24) months following the award of a small works project, the **AGENCY** shall maintain a written list containing the project name (number), estimate, and the category of work and all contractor’s solicited for the project along with identification of the awarded firm.
- B. A list of all awards made using the small works process will be made available through the AGENCY’s website.

X.XX.060 – Business Utilization Plan.

- A. It is the **AGENCY’s** intent to provide the maximum practicable opportunity for certified diverse businesses ([RCW 39.19](#)) to participate and be awarded project through the AGENCY’s small works roster direct contracting program.
- B. The **AGENCY** will assess the project types and work categories of planned public work projects and prepare a Utilization Plan. At a minimum the AGENCY’s plan will include an estimate or goal and implementation measures. The Utilization Plan will be posted on the AGENCY’s website with the Small Works Roster.

X.XX.070 – Definitions.

[INSERT]

[AGENCY]

(using MRSC Rosters)

RESOLUTION [NUMBER]

A RESOLUTION OF [AGENCY], WASHINGTON ESTABLISHING A SMALL WORKS ROSTER AND AUTHORITY TO USE THE SMALL WORKS ROSTER PROCESS TO AWARD PUBLIC WORKS CONTRACTS.

WHEREAS RCW 39.04.151-154 and other laws regarding contracting for public works by authorized local governments, allow certain contracts to be awarded using a small works roster process; and

WHEREAS to be able to implement a small works roster and process, the AGENCY is required to adopt a resolution, establish reporting procedures that are publicly available, and commit to providing the most practicable opportunities for small businesses when using Direct Contracting; and

WHEREAS to be able to use Direct Contracting on occasion, the AGENCY is required to develop a [Small Business] Utilization Plan.

NOW, THEREFORE, [AGENCY], WASHINGTON, HEREBY RESOLVES AS FOLLOWS:

Section 1: Resolution No. XXXX is hereby repealed and is replaced with this Resolution.

Section 2: MRSC Rosters. The [AGENCY] hereby elects to use the statewide small works roster established under RCW 39.04.151(2) and administered by the Municipal Research Services Center of Washington.

Section 3: Small Works Roster. The [AGENCY] has established the following procedures to use in managing procurement and awards of public works contracts using the statewide small works roster.

- A. Small Works, as defined by RCW 39.04.152 are public works construction **projects estimated to cost \$350,000 or less**, excluding WSST.
- B. Small Works Roster is a pre-established list of properly licensed contractors, registered to do business with the [AGENCY] under selected project types and (work) categories.
- C. Small Works process is an alternative to publicly advertising public work projects; ADDITIONALLY, every small works contract is subject to the same public works bidding, award, and compliance requirements of RCW 39.04 unless specifically included in RCW 39.04.151-154, this resolution or the incorporated policies or procedures.
- D. Small Works procurements will be facilitated by the [AGENCY's] **procurement processes using [portal, electronic bidding, etc.]**
- E. MRSC Rosters will publish annual notification of the AGENCY desire to use the Small Works Roster and process and invite more businesses to apply. Interested businesses are encouraged to apply to the roster at any time.
- F. Small Works bidding and award information will be entered into the statewide small works roster platform immediately upon conclusion of each small works roster awards.
- G. Small Works bidding and award data will be part of the [AGENCY's] procurement files and records and all documents will be available for review with the [AGENCY's] [clerk].

Section 4: Direct Contracting

The AGENCY intends to use the direct contracting option (RCW 39.04.152(4)) whenever practicable for Small Works projects estimated to cost \$150,000 or less, excluding WSST. The AGENCY has developed additional policies and procedures to ensure the AGENCY uses Direct Contracting with the spirit and intent of the statute; and are incorporated herein as follows:

- A. Small Works Roster [Manual]
- B. Direct Contracting Rotation Policy
- C. Direct Contracting Negotiation Policy
- D. Business Utilization Plan

Section 5: Delegated Authority

The AGENCY has delegated authority to oversee and manage the Small Works Roster “program” to [NAME AND TITLE]. As the delegated authority, the Small Works Roster Program Manager, will be responsible for ensuring all necessary policies, procedures, templates, contracts or similar are developed and used in accordance with the applicable statutes and guidance provided by MRSC.

Further, the Small Works Roster Program Manager will be responsible for establishing and implementing the AGENCY’s Business Utilization Plan and reporting annually on the utilization and improvements needed to the policy or contracting processes to meet or exceed the established goals for small business utilization through the Direct Contracting opportunities.

The Small Works Roster Program Manager will also be responsible for data collection, reporting, and similar on all activities, uses, and awards for small works and will ensure all information is provided to MRSC, the state, or the public as required or requested.

Section 6: Definitions Used

PASSED by the AGENCY’s governing body on _____ [DATE]

[Authorized Representative, Name and Title]

[Witnessed, Name and Title]

Approved as to form:

[Legal Representative, Name]

**Small Works Roster
Direct Contracting
Rotation Policy**

1.0 Purpose

This document provides policy and implementation guidance regarding small works roster direct contracting rotation.

As required under RCW 39.04.152(4)(b) when an authorized local government or state elects to direct contract, rotation of contractors is required.

This policy applies exclusively to small works roster direct contracting procurements.

2.0 Policy

- A. It is the [authorized local governments/agency’s] policy to **equitably distribute contracting opportunities** to small and diverse businesses on the small works roster.
- B. When project(s) are estimated to cost \$150,000 or less, a rotation contractors must be used in accordance with this policy on every **direct contracting** procurement, when the [agency/ALG] has more than one procurement in a single project type and category within a **12-month or 1-year period**.
- C. Documentation evidencing compliance with this policy, shall be included with each small works direct contracting procurement record.
- D. Each procurement opportunity under which direct contracting is used shall also be consistent with the [ALG/agency’s] “Small Business” **Utilization Plan**.
- E. It is [ALG/Agency’s] policy not to favor certain contractors on a project specific roster by repeatedly awarding contracts without Rotation Documentation. (RCW 39.04.152(4)(b)(iv).

3.0 Implementation

A. Project Specific Roster/List of Businesses

A *list of contractors* to which “rotation” must be applied is generated by starting a solicitation, selecting a project type and category [of work] then the [statewide] roster produces a **project specific roster**.

B. Six or more Small Businesses

If the **project specific roster** contains 6 or more Small Businesses, *rotation* must be applied to those Small Businesses.

Rotation Process: *Rotation is applied by reviewing the date of the last contract with business on the project specific roster in the order they appear. If the last contracted date is within a 12-month period, the next business on the project specific roster is reviewed. This review approach is to continue until a business that has not been contracted with in the last 12-month period is identified. **

Once the rotated contractor is identified, they are sent a procurement package in accordance with the **Small Works Direct Contracting Negotiation** policy/procedure.

C. Five or fewer Small Businesses

If the **project specific roster** contains 5 or fewer Small Businesses, rotation must be applied to all businesses within the project specific roster.

Rotation Process is applied. Once the rotated contractor is identified, they are sent a procurement package in accordance with the **Small Works Direct Contracting Negotiation** policy/procedure.

D. No Small Businesses

If there are no Small Businesses listed on the **project specific roster**, rotation must be applied to all businesses.

Rotation Process is applied. Once the rotated contractor is identified, they are sent a procurement package in accordance with the **Small Works Direct Contracting Negotiation** policy/procedure.

E. One Business

If there is only one business on the **project specific roster**, rotation is not practicable. Documentation will include the project specific roster to demonstrate the single contractor.

Once the contractor is identified, they are sent a procurement package in accordance with the **Small Works Direct Contracting Negotiation** policy/procedure.

F. Rotation Documentation

Procurement staff shall document the process and approach used to rotate through responsible contractors on a project specific roster. Documentation could include, but is not limited to, printing the project specific roster, and noting each contractor considered through review of their “last contracted” date and reference to the Small Business Utilization Plan. Staff are encouraged to use the “Rotation Documentation Form.”

G. Multiple Procurements in the same Project Type and Category (*)

Procurement staff are encouraged to use **the same project specific roster** and rotate starting at the bottom of the list when procurements for the same Project Type and Category are anticipated. This approach provides the maximum practicable opportunities to rotate through the same list of contractors and equitably distribute work among all Small Businesses in registered in a project type and category. (e.g., 3 roof replacements in a 12-month period, goes to 3 different roofers).

H. Notification

At the conclusion of negotiations with the directly selected, rotated contractor, procurement staff must send notification to all the *small businesses* on **the project specific roster** of the selection which includes the basis of rotation as documented.

I. Rotated Businesses Decline to Negotiate

If rotated business declines to negotiate, procurement staff will first attempt to negotiate with the next rotated business. If **[all rotated]** businesses decline to negotiate, procurement staff can elect to revert the solicitation to the competitive process and invite all businesses on a project specific roster, cancel the solicitation all together, or publicly bid. Procurement staff are encouraged to ask contractors that decline the reason.

4.0 Definitions

A. **Small Works Roster** has the same meaning as RCW 39.04.151-154.

- B. **Direct Contracting** means the ability to select one contractor and negotiate a price for a public works project that is estimated to cost \$150,000 or less in accordance with RCW 39.04.152(4)(b) applicable policies.
- C. **Small Business** means the same as RCW 39.04.010(7).
- D. **Small Business Utilization Plan** means the same as described in RCW 39.04.152(4)(b)(iv).
- E. **Project Specific Roster** means the same as “appropriate roster” or “applicable roster” and is the specific list of businesses generated for an individual solicitation.
- F. **Rotation** means identifying a contractor not previously awarded in in the same project type and category.
- G. **Rotation Documentation** means the documented process procurement staff used to ensure compliance with this policy.

5.0 Supporting Policies

The following policies/procedures support and may apply to small works roster, direct contracting rotation.

- A. Small Works Roster (general) policy
- B. Direct Contracting Policy
- C. Negotiation Policy
- D. “Small Business” Utilization

Attachments:

Rotation Documentation Form (SAMPLE)

Project Name	Main Building Reroof	Number	2024-001DC
Category	Building/Facilities	Project Type	Roofing
Utilization Plan	X yes ___ no	Estimate	\$10,000
List of Businesses – Project Specific Roster		Rotation Effort	
Alpha Roofing, LLC (MWBE)		Awarded last, within rotation timeframe	
Garon Roofing (WBE)		No response	
Kodiak Roofing (MBE)		Declined the work, too busy	
MasterCraft Roofing (MBE)		Email came back “deliverable”	
Mears Roofing (WBE)		Provided quote, outside budget, unable to negotiate	
Premier Pacific Roofing (MWBE)		Provided quote, selected	
Torres & Torres (MBE)			

Completed By: _____ Date: _____

Name, Title: _____

**Small Works Roster
Direct Contracting
Small Business Utilization Plan**

Agency			
Effective Date		End Date	
Plan Administrator			

Purpose

[AGENCY] is reserving the option to use Direct Contracting as practicable in the Small Works Roster process. As required under RCW 39.04.152(4)(b)(iv), [AGENCY] is preparing the following *small, minority, women, and veteran-owned business utilization plan*.

Intent and Policy

It is the agency’s policy to not favor contractors by repeatedly awarding contracts without documented attempts to negotiate with others.

This plan is intended to help increase the likelihood of small works roster awards going to a broad range of small businesses.

This plan is to be referred to with each procurement for small works with a **\$150,000** estimate or less and will be referred to by [AGENCY] staff as they solicit and negotiate using Direct Contracting.

Transparency

This plan will be assessed and posted annually [Q2] by the **plan administrator**. The achieved utilization will be publicly reported [where and when].

Goal

The agency’s goal is to award small and diverse businesses **half [50%]** of all the small works projects awarded the *Utilization Plan’s Effective Period* in the following way.

Projects Anticipated	Target Small Business Awards
10	5

Project Type	Categories	Small Business Id
Building/Facilities	Renovations	X
Building/Facilities	Parking Lot Rehab	
Building/Facilities	Security Upgrades	
Parks, Grounds, Landscaping	Irrigation Replacements	X
Parks, Grounds, Landscaping	Lighting Upgrades LED	
Roads	Sidewalk repairs	X
Roads	Crosswalk Enhancements	
Roads	Pedestrian Improvements	
Civil	Water pipe replacements	
Civil	Side sewer repairs	X
Civil	Slope stabilizations	X

Utilization Achieved (SAMPLE)

The [agency] achieved [50%] utilization of small business as follows:

Project Name	Project Type	Category	Small Business
Permit Counter Reno	Building/Facilities	Renovation	X
South Hall Parking Lot Restriping	Building/Facilities	Parking Lots	X
Main Street Channelization	Roads	Street Channelization	
Sidewalk Repairs 1 st to 3 rd	Roads	Sidewalks	X
Star Park Playground Replacement	Parks	Playgrounds	
19 th Ave Side Sewer Repairs	Civil	Side Sewer	

For details on each award, please see our small works award data publicly available [INSERT].

Plan Evaluation and Improvements [“+” = positive/useful, “-“= needs improvement]

- Projects Identification/Planning:
 - Rating: +
 - Discussion: even though achieved projects were not the same as initially planned the project types and categories were used.

- Businesses Identification:
 - Rating: -
 - Discussion: not all bidder pools were reviewed ahead of each solicitation.

- Business Engagement:
 - Rating: +
 - Discussion: *notice of upcoming solicitations* were sent ahead of invitations which resulted in small business representation with each solicitation.

- Process Review:
 - Rating: -
 - Discussion: struggling with *negotiations*, process is taking too long.

Overall Evaluation: *Not suggesting any significant changes other than identifying new projects and small business opportunities for the next year. Recommend continued training or similar on negotiation process.*

Related Policies

1. Small Works Resolution
2. Direct Contracting Policy and Procedure
3. Rotation Policy
4. Negotiation Procedure

Reviewed By:

- Manager X: _____ [initials], [Name], [Title], [Date]

- Director X: _____ [initials], [Name], [Title], [Date]

- Other: _____ [initials], [Name], [Title], [Date]