



AGC REPORT CARDTM



PADGETT, STRATEMANN & CO., L.L.P.
The San Antonio Chapter of the Associated General Contractors

We are pleased to announce the results of the AGC Report Card™.

The survey objectives were to recognize public owners who demonstrate a principled commitment to positive achievement in the execution of construction projects, and to help owners who seek to improve the delivery of their projects to public constituencies. The voluntary confidential input of the participating contractors provides a broad picture of how public owners are rated on their integrity, fairness, and effectiveness in contributing to the success of their building construction projects.

The AGC Report Card™ was sent to 947 members of the Associated General Contractors (“AGC”) and other construction trade associations in February and March 2008. Survey responses totaled 129 (14% response rate).

The types of titles that responded and percentage of responses were as follows:

<u>Title</u>	<u>Number of Responses</u>	<u>Percentage</u>
Officer/Principal Executive	59	43%
Project Manager	19	14%
Estimator	17	14%
Superintendent	2	2%
Other	32	27%

We asked eight questions related to the respondents’ contracting experience with eight large public owners. Collectively, these eight entities represent over \$1.5 billion in construction spending during the period surveyed. The respondents were asked to rate the owners on each question using a grade scale of A (highest rating) to F (lowest rating).

The owners were:

1. Alamo Community College District
2. Bexar County
3. City of San Antonio
4. Judson Independent School District
5. North East Independent School District
6. Northside Independent School District
7. United States Army Corps of Engineers
8. The University of Texas System

The questions were developed by a focus group and field tested in advance. The questions were:

1. Bid Documents

Bid documents require certain information. Was the required information reasonable and relevant?

2. Bid Qualifications and Evaluation

Did the owner clearly publish and explain its bid qualifications and bid evaluation criteria, and fairly honor and apply the criteria to the bidders?

3. Design Coordination and Management

Did the owner take an active role in monitoring the A/E, require timely design and timely responses to design questions, and hold the A/E accountable when appropriate?

4. Insurance and Risk Requirements

Did the owner impose insurance and contractual risk requirements that were reasonable and appropriate for the project?

5. Payment

Did the owner properly and fairly process and pay invoices when due?

6. Relationships

Did the owner fairly and consistently recognize the rights of all parties on the project and encourage a collaborative team spirit to make the project successful?

7. Safety

Did the owner observe and effectively support safety in construction and its projects?

8. Scope Management

Did the owner properly and promptly acknowledge changes to scope?

The grades for the owners were tabulated in percentages of grades received on each question as follows:

Alamo Community College District
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	14.29%	42.86%	57.14%	30.95%	9.52%	2.38%
Bid Qualifications and Evaluations	26.19%	40.48%	66.67%	19.05%	11.90%	2.38%
Design Coordination and Management	13.16%	31.58%	44.74%	28.95%	21.05%	5.26%
Insurance and Risk Requirements	17.50%	50.00%	67.50%	17.50%	10.00%	5.00%
Payment	7.50%	40.00%	47.50%	27.50%	20.00%	5.00%
Relationships	23.08%	33.33%	56.41%	30.77%	10.26%	2.56%
Safety	28.95%	47.37%	76.32%	15.79%	5.26%	2.63%
Scope Management	17.07%	26.83%	43.90%	36.59%	12.20%	7.32%
Average	18.44%	39.06%	57.50%	25.94%	12.50%	4.06%

Bexar County
Percentage of Grades Received

<u>Questions</u>	<u>A</u>	<u>B</u>	<u>A&B Combined</u>	<u>C</u>	<u>D</u>	<u>F</u>
Bid Documents	23.53%	41.18%	64.71%	29.41%	5.88%	-
Bid Qualifications and Evaluations	31.25%	31.25%	62.50%	31.25%	6.25%	-
Design Coordination and Management	25.00%	31.25%	56.25%	25.00%	6.25%	12.50%
Insurance and Risk Requirements	28.57%	42.86%	71.43%	14.29%	7.14%	7.14%
Payment	40.00%	13.33%	53.33%	26.67%	20.00%	-
Relationships	33.33%	33.33%	66.67%	26.67%	-	6.67%
Safety	35.71%	35.71%	71.43%	28.57%	-	-
Scope Management	28.57%	28.57%	57.14%	21.43%	14.29%	7.14%
Average	<u>30.58%</u>	<u>32.23%</u>	<u>62.81%</u>	<u>25.62%</u>	<u>7.44%</u>	<u>4.13%</u>

City of San Antonio
Percentage of Grades Received

<u>Questions</u>	<u>A</u>	<u>B</u>	<u>A&B Combined</u>	<u>C</u>	<u>D</u>	<u>F</u>
Bid Documents	19.61%	35.29%	54.90%	41.18%	1.96%	1.96%
Bid Qualifications and Evaluations	26.92%	38.46%	65.38%	23.08%	11.54%	-
Design Coordination and Management	17.39%	30.43%	47.83%	23.91%	21.74%	6.52%
Insurance and Risk Requirements	22.45%	42.86%	65.31%	26.53%	6.12%	2.04%
Payment	28.57%	22.45%	51.02%	22.45%	14.29%	12.24%
Relationships	28.57%	26.53%	55.10%	28.57%	6.12%	10.20%
Safety	52.08%	22.92%	75.00%	22.92%	-	2.08%
Scope Management	22.45%	28.57%	51.02%	34.69%	4.08%	10.20%
Average	<u>27.23%</u>	<u>31.04%</u>	<u>58.27%</u>	<u>27.99%</u>	<u>8.14%</u>	<u>5.60%</u>

Judson Independent School District
Percentage of Grades Received

<u>Questions</u>	<u>A</u>	<u>B</u>	<u>A&B Combined</u>	<u>C</u>	<u>D</u>	<u>F</u>
Bid Documents	12.50%	37.50%	50.00%	25.00%	12.50%	12.50%
Bid Qualifications and Evaluations	25.00%	31.25%	56.25%	25.00%	12.50%	6.25%
Design Coordination and Management	12.50%	31.25%	43.75%	18.75%	12.50%	25.00%
Insurance and Risk Requirements	18.75%	43.75%	62.50%	12.50%	6.25%	18.75%
Payment	18.75%	25.00%	43.75%	6.25%	25.00%	25.00%
Relationships	18.75%	37.50%	56.25%	6.25%	6.25%	31.25%
Safety	26.67%	40.00%	66.67%	20.00%	6.67%	6.67%
Scope Management	13.33%	40.00%	53.33%	6.67%	6.67%	33.33%
Average	<u>18.25%</u>	<u>35.71%</u>	<u>53.97%</u>	<u>15.08%</u>	<u>11.11%</u>	<u>19.84%</u>

North East Independent School District
Percentage of Grades Received

<u>Questions</u>	<u>A</u>	<u>B</u>	<u>A&B Combined</u>	<u>C</u>	<u>D</u>	<u>F</u>
Bid Documents	21.15%	28.85%	50.00%	32.69%	13.46%	3.85%
Bid Qualifications and Evaluations	21.15%	32.69%	53.85%	28.85%	11.54%	5.77%
Design Coordination and Management	16.00%	20.00%	36.00%	28.00%	22.00%	14.00%
Insurance and Risk Requirements	9.62%	25.00%	34.62%	23.08%	21.15%	21.15%
Payment	15.38%	26.92%	42.31%	25.00%	23.08%	9.62%
Relationships	13.46%	17.31%	30.77%	21.15%	34.62%	13.46%
Safety	34.00%	40.00%	74.00%	22.00%	2.00%	2.00%
Scope Management	15.69%	17.65%	33.33%	19.61%	23.53%	23.53%
Average	<u>18.25%</u>	<u>26.03%</u>	<u>44.28%</u>	<u>25.06%</u>	<u>18.98%</u>	<u>11.68%</u>

Northside Independent School District
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	24.59%	49.18%	73.77%	18.03%	8.20%	-
Bid Qualifications and Evaluations	36.07%	45.90%	81.97%	16.39%	1.64%	-
Design Coordination and Management	22.41%	29.31%	51.72%	24.14%	17.24%	6.90%
Insurance and Risk Requirements	20.00%	61.67%	81.67%	10.00%	6.67%	1.67%
Payment	27.87%	44.26%	72.13%	18.03%	8.20%	1.64%
Relationships	25.00%	36.67%	61.67%	16.67%	10.00%	11.67%
Safety	50.00%	34.48%	84.48%	13.79%	1.72%	-
Scope Management	18.64%	30.51%	49.15%	32.20%	10.17%	8.47%
Average	28.03%	41.63%	69.67%	18.62%	7.95%	3.77%

United States Army Corp of Engineers
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	18.18%	42.42%	60.61%	24.24%	12.12%	3.03%
Bid Qualifications and Evaluations	29.41%	41.18%	70.59%	14.71%	11.76%	2.94%
Design Coordination and Management	13.33%	36.67%	50.00%	26.67%	23.33%	-
Insurance and Risk Requirements	20.59%	61.76%	82.35%	-	14.71%	2.94%
Payment	18.18%	36.36%	54.55%	21.21%	15.15%	9.09%
Relationships	29.41%	23.53%	52.94%	26.47%	11.76%	8.82%
Safety	51.52%	36.36%	87.88%	6.06%	3.03%	3.03%
Scope Management	27.27%	36.36%	63.64%	12.12%	12.12%	12.12%
Average	26.14%	39.39%	65.53%	16.29%	12.88%	5.30%

The University of Texas System
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	16.67%	45.24%	61.90%	33.33%	2.38%	2.38%
Bid Qualifications and Evaluations	26.19%	38.10%	64.29%	23.81%	9.52%	2.38%
Design Coordination and Management	14.63%	36.59%	51.22%	24.39%	17.07%	7.32%
Insurance and Risk Requirements	17.50%	40.00%	57.50%	27.50%	7.50%	7.50%
Payment	14.29%	38.10%	52.38%	26.19%	9.52%	11.90%
Relationships	12.20%	36.59%	48.78%	29.27%	9.76%	12.20%
Safety	35.00%	42.50%	77.50%	15.00%	7.50%	-
Scope Management	20.00%	32.50%	52.50%	22.50%	17.50%	7.50%
Average	<u>19.51%</u>	<u>38.72%</u>	<u>58.23%</u>	<u>25.30%</u>	<u>10.06%</u>	<u>6.40%</u>

Therefore, a “class ranking” is determined by a combination of the highest percentages of A’s and B’s as follows:

1. Northside Independent School District
2. United States Army Corps of Engineers
3. Bexar County
4. City of San Antonio
5. The University of Texas System
6. Alamo Community College District
7. Judson Independent School District
8. North East Independent School District

Percentage of Grades Received for Each Question

<i>Questions</i>	<i>A</i>	<i>B</i>	<i>A&B Combined</i>	<i>C</i>	<i>D</i>	<i>F</i>
Bid Documents						
Alamo Community College District	14.29%	42.86%	57.14%	30.95%	9.52%	2.38%
Bexar County	23.53%	41.18%	64.71%	29.41%	5.88%	-
City of San Antonio	19.61%	35.29%	54.90%	41.18%	1.96%	1.96%
Judson Independent School District	12.50%	37.50%	50.00%	25.00%	12.50%	12.50%
North East Independent School District	21.15%	28.85%	50.00%	32.69%	13.46%	3.85%
Northside Independent School District	24.59%	49.18%	73.77%	18.03%	8.20%	-
United States Army Corps of Engineers	18.18%	42.42%	60.61%	24.24%	12.12%	3.03%
The University of Texas System	16.67%	45.24%	61.90%	33.33%	2.38%	2.38%
Bid Qualifications and Evaluations						
Alamo Community College District	26.19%	40.48%	66.67%	19.05%	11.90%	2.38%
Bexar County	31.25%	31.25%	62.50%	31.25%	6.25%	-
City of San Antonio	26.92%	38.46%	65.38%	23.08%	11.54%	-
Judson Independent School District	25.00%	31.25%	56.25%	25.00%	12.50%	6.25%
North East Independent School District	21.15%	32.69%	53.85%	28.85%	11.54%	5.77%
Northside Independent School District	36.07%	45.90%	81.97%	16.39%	1.64%	-
United States Army Corps of Engineers	29.41%	41.18%	70.59%	14.71%	11.76%	2.94%
The University of Texas System	26.19%	38.10%	64.29%	23.81%	9.52%	2.38%
Design Coordination and Management						
Alamo Community College District	13.16%	31.58%	44.74%	28.95%	21.05%	5.26%
Bexar County	25.00%	31.25%	56.25%	25.00%	6.25%	12.50%
City of San Antonio	17.39%	30.43%	47.83%	23.91%	21.74%	6.52%
Judson Independent School District	12.50%	31.25%	43.75%	18.75%	12.50%	25.00%
North East Independent School District	16.00%	20.00%	36.00%	28.00%	22.00%	14.00%
Northside Independent School District	22.41%	29.31%	51.72%	24.14%	17.24%	6.90%
United States Army Corps of Engineers	13.33%	36.67%	50.00%	26.67%	23.33%	-
The University of Texas System	14.63%	36.59%	51.22%	24.39%	17.07%	7.32%

Percentage of Grades Received for Each Question (continued)

<i>Questions</i>	<i>A</i>	<i>B</i>	<i>A&B Combined</i>	<i>C</i>	<i>D</i>	<i>F</i>
Insurance and Risk Requirements						
Alamo Community College District	17.50%	50.00%	67.50%	17.50%	10.00%	5.00%
Bexar County	28.57%	42.86%	71.43%	14.29%	7.14%	7.14%
City of San Antonio	22.45%	42.86%	65.31%	26.53%	6.12%	2.04%
Judson Independent School District	18.75%	43.75%	62.50%	12.50%	6.25%	18.75%
North East Independent School District	9.62%	25.00%	34.62%	23.08%	21.15%	21.15%
Northside Independent School District	20.00%	61.67%	81.67%	10.00%	6.67%	1.67%
United States Army Corps of Engineers	20.59%	61.76%	82.35%	-	14.71%	2.94%
The University of Texas System	17.50%	40.00%	57.50%	27.50%	7.50%	7.50%
Payment						
Alamo Community College District	7.50%	40.00%	47.50%	27.50%	20.00%	5.00%
Bexar County	40.00%	13.33%	53.33%	26.67%	20.00%	-
City of San Antonio	28.57%	22.45%	51.02%	22.45%	14.29%	12.24%
Judson Independent School District	18.75%	25.00%	43.75%	6.25%	25.00%	25.00%
North East Independent School District	15.38%	26.92%	42.31%	25.00%	23.08%	9.62%
Northside Independent School District	27.87%	44.26%	72.13%	18.03%	8.20%	1.64%
United States Army Corps of Engineers	18.18%	36.36%	54.55%	21.21%	15.15%	9.09%
The University of Texas System	14.29%	38.10%	52.38%	26.19%	9.52%	11.90%
Relationships						
Alamo Community College District	14.29%	42.86%	57.14%	30.95%	9.52%	2.38%
Bexar County	33.33%	33.33%	66.67%	26.67%	-	6.67%
City of San Antonio	28.57%	26.53%	55.10%	28.57%	6.12%	10.20%
Judson Independent School District	18.75%	37.50%	56.25%	6.25%	6.25%	31.25%
North East Independent School District	13.46%	17.31%	30.77%	21.15%	34.62%	13.46%
Northside Independent School District	25.00%	36.67%	61.67%	16.67%	10.00%	11.67%
United States Army Corps of Engineers	29.41%	23.53%	52.94%	26.47%	11.76%	8.82%
The University of Texas System	12.20%	36.59%	48.78%	29.27%	9.76%	12.20%

Percentage of Grades Received for Each Question (continued)

<i>Questions</i>	<i>A</i>	<i>B</i>	<i>A&B Combined</i>	<i>C</i>	<i>D</i>	<i>F</i>
Safety						
Alamo Community College District	28.95%	47.37%	76.32%	15.79%	5.26%	2.63%
Bexar County	35.71%	35.71%	71.43%	28.57%	-	-
City of San Antonio	52.08%	22.92%	75.00%	22.92%	-	2.08%
Judson Independent School District	26.67%	40.00%	66.67%	20.00%	6.67%	6.67%
North East Independent School District	34.00%	40.00%	74.00%	22.00%	2.00%	2.00%
Northside Independent School District	50.00%	34.48%	84.48%	13.79%	1.72%	-
United States Army Corps of Engineers	51.52%	36.36%	87.88%	6.06%	3.03%	3.03%
The University of Texas System	35.00%	42.50%	77.50%	15.00%	7.50%	0.00%
Scope Management						
Alamo Community College District	17.07%	26.83%	43.90%	36.59%	12.20%	7.32%
Bexar County	28.57%	28.57%	57.14%	21.43%	14.29%	7.14%
City of San Antonio	22.45%	28.57%	51.02%	34.69%	4.08%	10.20%
Judson Independent School District	13.33%	40.00%	53.33%	6.67%	6.67%	33.33%
North East Independent School District	15.69%	17.65%	33.33%	19.61%	23.53%	23.53%
Northside Independent School District	18.64%	30.51%	49.15%	32.20%	10.17%	8.47%
United States Army Corps of Engineers	27.27%	36.36%	63.64%	12.12%	12.12%	12.12%
The University of Texas System	20.00%	32.50%	52.50%	22.50%	17.50%	7.50%