

## **REQUEST FOR QUALIFICATIONS**

For

# **ON-CALL LAND SURVEYING SUPPORT SERVICES**

For

# FIELD ENGINEERING DIVISION

# STOCKTON, CALIFORNIA

June 24, 2024



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

Solicitation #SJCDPW-RFQ-24-03

## COUNTY OF SAN JOAQUIN DEPARTMENT OF PUBLIC WORKS REQUEST FOR QUALIFICATIONS SJCDPW-RFQ-24-03

## ON-CALL LAND SURVEYING SUPPORT SERVICES

## 1.0 INTRODUCTION

The San Joaquin County Department of Public Works (SJCDPW) is soliciting qualifications from land surveying (LS) firms. These firms are being sought to offer professional and technical services catering to various land surveying needs on an as-needed basis, supporting diverse design and construction projects across San Joaquin County.

Professional services must be conducted under the supervision of a Licensed Land Surveyor registered in California. These services may involve topographic and right-of-way surveys for design initiatives, as well as staking and project layout for construction endeavors. Design and construction projects encompass a variety of undertakings, including resurfacing, roadway reconstruction and widening, bridge replacement, scour mitigation (involving channel surveying), and embankment repairs (for slide slopes).

SJCDPW will establish a list of two or three LS consulting firms. Each selected (CONSULTANT) will provide LS services on an "on-call" basis, and a Purchase Agreement will be executed with each CONSULTANT. The total amount of all projects assigned to a selected firm will not exceed \$200,000 per fiscal year. Fixed unit pricing and the not-to-exceed amount will be established for each assignment. The method of payment for each assignment will be based on actual cost plus a fixed fee. The method of procurement for CONSULTANTS will be an open and competitive process and will document and support the justification for the selection. The "on-call" list will be in effect for a two-year period with the option of SJCDPW to extend the period for one additional year.

A CONSULTANT has the option of using subconsultants, with the approval of the County, for the following:

- 3D-Modeling of collected surveying data
- Traffic control to facilitate the survey work

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.

SJCDPW's Consultant Procurement staff will facilitate the consultant selection process for SJCDPW. SJCDPW's Field Engineering Division will direct specific project assignments, provide project management, and authorize payments to the CONSULTANT. All work will be performed, and work product will be prepared in accordance with County of San Joaquin standards as well as applicable Local, State, and Federal requirements.

## 2.0 PRELIMINARY SCOPE OF SERVICES

### 2.1 <u>Typical Project:</u>

SJCDPW will identify specific project assignments that may vary in scope. The Consultant selected for a specific project assignment shall complete all work required in accordance with Federal, State, and

County requirements and obtain agency approvals and permits, as necessary. The scope of actual work and duration of each assignment will vary depending on the complexity of the individual specific project; however, land surveying support services for a specific project assignment will typically be for roadway resurfacing projects that range from 0.5 miles to 5 miles in centerline length. Channel surveying is typically limited to a few hundred feet upstream and downstream of a bridge.

The selected LS firm must perform land surveying services that may also encompass specific project assignments such as roadway centerline stationing, roadway and shoulder topography, establishing onground control networks utilizing bench circuit turning points, creation of driveway lists and monument ties for corner records. Tasks may also include 3D topographic scans and the creation of 3D-models (based on topographic survey data) of project sites.

Consultant must be able to provide to SJCDPW survey data point files in various formats (e.g., commaseparated values (CSV)), Excel spreadsheets and field book notes for ties measured for all monuments found in the project roadway.

SJCDPW will request the services on an ongoing basis and will execute a Purchase Order for these specialty services with each Consultant. Services to be rendered, fees, deliverables, and deadlines will be mutually agreed upon by SJCDPW and the Consultant prior to conducting the work for each assignment.

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 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.

## 2.2 <u>Use of Subconsultants:</u>

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 Disadvantaged Business Enterprises (DBEs) or Under-utilized Disadvantaged Enterprises (UDBEs). 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 and UDBE 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 and UDBEs shall be encouraged and have the maximum opportunity to participate in the performance of contracts and projects supported by federal funding. DBE goals will be established after the on-call consultants are selected but prior to any task order being issued. The CONSULTANT shall ensure DBEs and UDBEs 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.

## 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 reference projects, a description of experience in the immediate area, and a schedule of costs and fees as described below:

- 3.1 <u>Cover Letter:</u>
  - 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 services.
  - B. Office Location— Indicate where the work is to be performed. If the work is to be shared among firms or different offices, 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 Limits

1.	BI & PD combined/per occurrence	\$1,000,000
	/Aggregate	\$1,000,000
2.	Personal Injury/Aggregate	\$1,000,000

3. Automobile Liability/per occurrence

CONTRACTOR agrees to defend, hold harmless and indemnify the County for any and all liabilities associated with the use of any automobiles in relation to tasks associated with this Agreement.

### Professional Liability

1.	Professional Liability/as appropriately relates to	\$1,000,000
	services rendered. Coverage may include medical	
	malpractice and/or errors and omissions.	

Workers' Compensation and Employer's Liability Statutory requirement

D. Indemnification— Provide a brief statement that the CONSULTANT and any sub-consultants shall be able to comply with the following indemnification requirement:

CONTRACTOR shall, at its expense, defend, indemnify and hold harmless the County of San Joaquin and its employees, officers, directors, contractors 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 CONTRACTOR, its employees, officers, agents or Subcontractors.

CONTRACTOR 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 and any subconsultants shall comply with the applicable Federal, State, and local regulations concerning equal employment opportunities.
- 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. <u>Please provide the telephone number, email, and office location of the Project Manager.</u>

## 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 the requested 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 requested services.

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

- A. CONSULTANT shall disclose any financial, business, or other relationship with COUNTY that may have an impact upon the outcome of this contract, or any ensuing COUNTY construction project. CONSULTANT shall also list current clients who may have a financial interest in the outcome of this contract, or any ensuing COUNTY construction project, which will follow.
- B. CONSULTANT hereby certifies that it does not now have, nor shall it acquire, any financial or business interest that would conflict with the performance of services under this contract.

- C. CONSULTANT hereby certifies that neither CONSULTANT, nor any firm affiliated with CONSULTANT will bid on any construction contract, or on any contract to provide construction inspection for any construction project resulting from this contract. An affiliated firm is one which is subject to the control of the same persons through joint-ownership, or otherwise.
- D. Except for subconsultants whose services are limited to providing surveying information, no subconsultant who has provided design services in connection with this contract shall be eligible to bid on any construction contract, or on any contract to provide construction inspection for any construction project resulting from this contract.

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 and any subconsultants. The following items will be included:

- A. A <u>summary of the firm's overall capabilities</u>, <u>history</u>, <u>recent and related experience</u>, <u>and expertise</u>. The summary should identify the proposed relationships among all key personnel and support staff that will provide LS services. Provide information on the firm's experience related to the requested services. Provide information on the firm's current workload, facilities, resources, and experience that clearly demonstrates its ability to successfully complete the requested services within the typical time constraints stated.
- B. A <u>resume for each of the proposed key personnel</u> focusing on relevant experience and the assigned function of each key person. Provide information related to the requested services. Similar information is required for each subconsultant utilized, if any, and the approximate percentage of their contribution. The proposal should include a statement describing the firm's commitment of the individuals proposed to perform the requested services.
- C. A list of <u>similar on-call reference projects</u> that the proposed key personnel have completed in the last three years. The projects listed should be similar or the same as the requested services. The reference list should include:
  - Project description and location;
  - Description of services provided;
  - Budget performance and schedule performance;
  - Key personnel involved; and subconsultants employed;
  - Client name, contact person, and current telephone number:

(Note: If SJCDPW cannot reach a contact person at the telephone number provided, then the reference will not be considered in the proposal evaluation.)

D. A description in more technical detail of at least <u>one primary on-call reference project</u>, completed within the last three years. The primary reference project should demonstrate working knowledge and experience regarding the requested services. Describe the approach and methodology used, including any equipment or special software. Identify the specific level of work that was

performed, services that were completed for a project, and the work products that were produced. Describe any supplemental tasks that were deemed necessary or recommended, which enhanced outcome, reduced cost, or expedited delivery.

Indicate where the work was performed. Identify the project manager's specific responsibilities. List all subconsultants that provided services to the CONSULTANT and describe the role they performed. Identify who performed quality control and provide a percentage of time that was devoted to this function related to work effort and products. Include the names, addresses, and current telephone numbers of the agency and the name of the key representative assigned to the primary reference project.

E. A description of project experience and knowledge of the immediate area of San Joaquin County.

## 3.4 <u>Schedule of Costs and Fees:</u>

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 AASHTO Uniform Accounting & Auditing Guide.

Please note SJCDPW policy does not allow "cost-plus" or "mark-up" on Purchase Agreements and 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. Rejection of any SOQ will be devoid of any criticism and of any implication that the qualifications or the proposals were deficient.
- 4.2 CONSULTANTS have the option of submit their SOQs via Hard copy <u>OR</u> through <u>www.bidexpress.com</u>, an internet bidding platform, but not both. 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 HARD COPY SUBMITTAL:

CONSULTANTS are required to deliver **One (1) copy and one (1) digital copy in a USB flash drive** of the Statement of Qualifications, 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 LS Services SOQ Name of Submitting Firm OPEN BY CONSULTANT PROCUREMENT STAFF DIVISION ONLY

The SOQ must be delivered and received by SJCDPW no later than **4:00 p.m. on Friday, July 26, 2024** SOQs delivered after this time will be rejected and returned to the proposer unopened. \*<u>CAUTION:</u> SJCDPW'S lobby is closed to the public on Friday from 12:00 – 5:00 pm.

#### 4.4 **BIDEXPRESS SUBMITTAL:**

Firm may also submit proposals at <u>https://www.bidexpress.com</u>. One (1) electronic proposal, electronically signed by an authorized representative, shall be submitted on or before **4:00 pm on Friday**, **July 26**, **2024**. There is a vetting process for submitting on BidExpress for first time user.

### 5.0 SOQ TECHNICAL QUESTIONS

- 5.1 General questions regarding the selection process may be directed to Nhan Tran, Management Analyst II, at email: <u>ntran@sigov.org</u>
- 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 <u>Consultant Selection Schedule</u>. Written questions should be of a technical nature to allow for the clarification of the RFQ. Please direct written questions to Nhan Tran, preferably by email: <u>ntran@sigov.org</u>,
- 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 <u>https://www.sigov.org/pubworks/rfps\_and\_rfqs</u> as an addendum. 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 <u>Consultant Selection Schedule</u>.

## 6.0 CONSULTANT SELECTION PROCESS

6.1 <u>Consultant Selection Schedule:</u> 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, June 24, 2024
Written Questions Submitted	Thursday, July 18, 2024
Release Response to Written Questions	Friday, July 19, 2024
Statement of Qualifications Due	Friday, July 26, 2024, by 4:00 p.m.
Notification/Scheduling Oral Interviews	Thursday, August 1, 2024
Consultants Oral Interviews	Thursday, August 8, 2024
Notify Consultants of Ranking	Friday, August 9, 2024
Schedule of Costs & Fees from On Call	Wednesday, August 14, 2024
Negotiation Meeting	Wednesday, August 21, 2024
Conclude Negotiations	Friday, August 28, 2024

6.2 <u>Qualifications Evaluation:</u> 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 a 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 <u>Consultant Selection Schedule</u>. 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 following divisions within the Department of Public Works as well as members from outside 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 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 six (6) or seven (7) highest ranked firms 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 will be arranged according to the schedule in 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 will be evaluated using the criteria shown in Attachment A.

6.4 <u>Selection Process</u>: SJCDPW has critical project development time frames that must be met. Preference will be given to the land surveying 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 the needs and requirements of the proposed specific project assignment. Based upon the evaluation of written Statements of Qualifications, and reference checks. The evaluation for the written qualifications will be based on the criteria shown in Attachment "A". SJCDPW's selection committee will select up to two (2) to three (3) firms considered the best qualified to provide on-call land surveying services.

The selected consultants with the highest scores will submit the Schedule of Costs and Fees <u>after</u> the final scores have been tabulated and firms have been ranked for the On-Call List. SJCDPW will use the Schedule of Costs and Fees as a starting point to negotiate individual consultant services Purchase Agreements with each selected CONSULTANT. The County's standard boilerplate <u>Independent Consultant Agreement</u> is shown in EXHIBIT "A".

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

### 6.5 Specific Project Assignments

At the time of specifying a project assignment, SJCDPW will provide the relevant background information including DBE goal 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, 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.

## 7.0 FIRM ON INACTIVE STATUS OR REMOVING A FIRM

The criteria in Attachment B will be used to place an LS services firm on inactive status or remove it from the "On-Call" List.

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

## **ATTACHMENTS & EXHIBITS**

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 / CONSULTANT'S CERTIFICATION OF
	FINANCIAL MANAGEMENT SYSTEM AND CONTRACT COST

## Attachment A

## QUALIFICATIONS EVALUATION WORKSHEET

	a) Weight	(b) Score (0-10)	(a) x (b) Weighted Score
WRITTEN QUALIFICATIONS			
A. Firm's Overall Capabilities as requested in 3.3 A	1.50		
B. Key Personnel as requested in 3.3.B.	1.00		
C. Reference_Projects as requested in 3.3.C &D.	1.00		
D. Reference Checks	1.00		
E. Local/regional knowledge and experience as requested in 3.3 E.	1.50		
SUBTOTAL WRITTEN SCORE (60.0 POINTS MAXIM	UM)		
ORAL PRESENTATION/INTERVIEW			
A. Demonstrated knowledge of required work	1.50		
B. Demonstrated sensitivity to local/regional issues	1.50		
C. Demonstrated capabilities of firm/subconsultant project team	1.00		
SUBTOTAL INTERVIEW SCORE (40.0 POINTS MAX	IMUM)		
TOTAL SCORE (WRITTEN + ORAL = 100 POINT MA	XIMUM)		
EVALUATOR	DA	TE	

## Attachment B

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

#### FIRM ON INACTIVE STATUS:

- 1. If a consultant 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 consultant 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 consultant 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 consultant loses their technical expertise and has not replaced that expert within three (3) months.
- 2. Declining work If a consultant 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 nonresponsive and inaccessible for more than five (5) working days.
- 4. Poor quality control If a consultant exhibits poor quality control.
- 5. Poor work product and/or deliverables If a consultant produces poor work product and/or deliverables.
- 6. Late work milestone performance and/or late deliverables If a consultant performs work milestones late and/or delivers late work product or deliverables.