



Florida Department of TRANSPORTATION

Office of Inspector General
Robert E. Clift, Inspector General

A handwritten signature in blue ink that reads "Robert E. Clift".

Audit Report No. 15C-6001
Asset Maintenance Contracts

August 29, 2016

What We Did

The Office of Inspector General conducted an audit of Asset Maintenance (AM) contracts and management practices to determine whether districts consistently monitored AM contractors and complied with applicable laws, rules, and department procedures.

What We Found

The Department of Transportation (department) is consistently monitoring the performance of AM contractors on a semi-annual basis using the *Asset Maintenance Contractor Performance Evaluation Report* (AMPER). We also determined AM contractors, overall, are meeting the department's expectations for maintaining a safe transportation system.

We determined:

- AM contract documents do not clearly state a minimum acceptable AMPER score;
- the Performance Based Maintenance Contracting procedure does not specify how and when district personnel should take remedial action resulting from unacceptable AM contractor performance;
- formulas used to calculate AMPER scores are not disclosed and transparent to contractors or district personnel; and
- consideration of AMPER safety results are minimized by being combined with other results.

What We Recommend

We recommend the Director of the Office of Maintenance amend the AM procedure to require a minimum acceptable score; establish specific guidelines and remedial actions for district personnel to follow for unacceptable contractor performance; provide training on the newly established guidelines; complete Volume 2 of the AMPER User's Guide to incorporate AMPER's formulas in the AM procedure; and enhance minimum score standards affecting Safety in the AMPER requiring a Section 1 score of 70 or above, and an average score of 70 or above for Section 1, Safety Features and Inspections.

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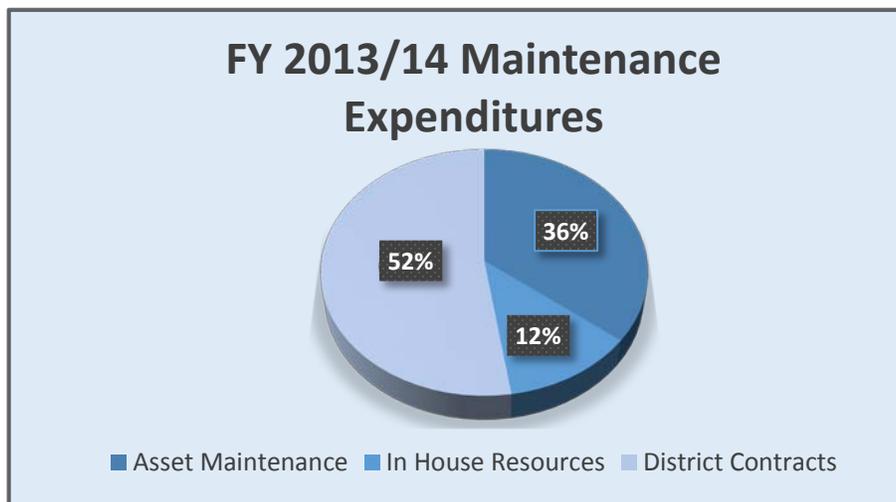
BACKGROUND AND INTRODUCTION

The department maintains over 12,000 centerline highway miles of roadway; 6,300 bridges; and a total of 67 rest areas, welcome centers, service plazas, and other roadside facilities. The department uses four types of Asset Maintenance (AM) contracts for management and performance of maintenance:

- Road corridor contracts centered around a core roadway;
- Geographic contracts containing multiple transportation facility types within a region;
- Facility contracts including rest areas, weigh stations, and welcome centers; and
- Fixed and movable bridge contracts.

Expenditures for maintenance were \$411,309,922 in FY 2013-2014. AM contract expenditures were \$146,212,037, or about 36 percent of the total costs. See Figure 1.

Figure 1: Maintenance Expenditures



Source: Office of Maintenance

Under AM contracts, the contractor assumes all risks associated with the specific scope of work. “Performance contracts focus on achieving the goal of continuously well-maintained facilities...”¹

AM contracts are long-term, generally five to seven years, with one renewal option of the same term length. AM contracts require the contractor to continuously comply with the most current Office of Maintenance (OOM) specifications, procedures, manuals, and guidelines throughout the term of the contract.

¹ Source: Maintenance Contract Administration, Inspection and Reporting Procedure (No: 375-020-002-) Section 2.1

Monitoring Contractor Performance

The standard AM contract states the department will evaluate the contractor's performance on a semi-annual basis by grading the contractor according to Procedure No. 375-000-005-d, Performance Based Maintenance Contracting Procedure (PBMC procedure). The OOM has developed the AMPER² to be used by district personnel in conducting the semi-annual evaluation. As such, the AMPER is a key operational control of the department to ensure a safe and well-maintained transportation system.

According to the AMPER User's Guide, the AMPER is designed to accurately assess an AM contractor's overall performance. The AMPER will have three to five predetermined maintenance areas, or sections, depending upon the AM contract's scope of services.

The sections are as follows:

- Section I, Performance Measures
- Section II, Rest Areas
- Section III, Bridges and Ancillary Structures
- Section IV, Roadway Maintenance Rating Program (MRP)
- Section V, Contractor Performance Rating

Each section above has specific areas that are evaluated. Section I, Performance Measures, for example, has the following subcomponents:

- Safety Features and Inspections
- Administration
- Contractor Response
- Field Operations

In conducting the semi-annual evaluation, district personnel use an OOM developed Excel spreadsheet to record evaluation results. The spreadsheet contains embedded formulas that, upon completion of the data input, calculate section scores and an overall performance score.³ A portion of the Excel spreadsheet is printed to produce an AMPER report. The completed AMPER report is approved by department management and provided to the AM contractor.

² The AMPER evaluation report and spreadsheets reviewed in this report were versions 1.3 and 2.0. The OOM is currently using AMPER version 2.1.

³ See Appendix C for an overview of scoring methodology.

RESULTS OF REVIEW

Finding 1 – Minimum Acceptable Performance Scores

We determined neither AM contracts nor OOM’s procedures clearly state a minimum acceptable score for each section of the AMPER.

The AM contracts’ standard scope of services states:

The Department will continually evaluate the Contractor’s quality of work performed and if applicable rules and procedures were followed to achieve results.

The AMPER User’s Guide states:

The [AMPER] report considers a myriad of wide-ranging performance indicators that are all rolled up into a single numerical final score that will be a highly accurate rating of contractor performance on a scale of 0%-100% with 70% being barely acceptable.⁴

Although the AMPER User’s Guide indicates that 70% is “barely acceptable,” this expectation is not stated in the AM contract, OOM’s procedures, or to the AM contractor. The AMPER User’s Guide is noted in the procedure, which is part of the AM contract, but not in the context of required minimum acceptable scores.

The AMPER Excel spreadsheet specifies 70% as the minimum acceptable score for each AMPER section, see Figure 2. However, the AMPER evaluation report provided to the contractor does not print the legend on the report.⁵

Figure 2: Reference to Minimum Acceptable Score of 70%

COLOR CODE LEGEND:
User Input Field
Compare this Score to Minimum Acceptable Score of 70
Error / Incomplete Warning

Source: AMPER Excel Spreadsheet

⁴ AMPER User’s Guide, version 2.0, Principles Governing AMPER evaluations

⁵ The cells containing the legend in Figure 2 are not within the report’s formatted print range and are therefore not included on the physical copy provided to the contractors.

The effectiveness of a performance monitoring system depends upon the identification and clarification of the goals and objectives in terms of which performance will be assessed. Formally including the current minimum acceptable score standards in the procedure, or other contract documents, provides clear performance expectations to AM contractors and enhances the department's values to assure the public that, "We are open and fair."

We recommend the Director of the Office of Maintenance amend the procedure, and other appropriate contract documents, to clearly disclose the minimum acceptable scores required on the AMPER.

Finding 2 – Remedial Guidance

We determined the PBMC procedure does not specify how and when district personnel should take remedial action resulting from unacceptable contractor performance, poor AMPER scores, or failure to meet other contract requirements.

The standard AM contract requires the department to:

evaluate Contractor performance in two ways: 1) by comparing actual work performance to the performance criteria established within [the] scope of the contract, and 2) by semiannually grading the Contractor according to the Performance Based Contracting procedure.

The Performance Based Maintenance Contracting procedure states:

The Contractor is expected to meet performance requirements consistently throughout the contract period.

Poor performance of work, failure to meet performance measures, or failure to perform in accordance with the Contractor's Technical Proposal will result in poor AMPER rating scores and/or financial deductions from Contractor payments. Continued failure to perform may result in declaring the contractor non-responsible and may further result in Contractor default.⁶

Two of the eight districts indicated they have issued a letter of concern to the contractor regarding performance issues or AMPER results. In audit consultation with OOM, districts contact OOM for guidance regarding unacceptable contractor performance.

⁶ Performance Based Maintenance Contracting procedure Section 4.5.1, Contractor Evaluation Performance Requirements

Specifying guidelines and remedial actions for district personnel to follow when acceptable contractor performance is not achieved:

- reduces the risks of unacceptable maintenance conditions or non-compliance with contract provisions;
- improves the predictability of the management of AM contracts; and
- enhances the department’s mission to provide a safe and well-maintained transportation system.

We recommend the Director of the Office of Maintenance:

- establish specific guidelines and remedial actions for district personnel to follow when acceptable contractor performance is not achieved; and
- provide training to district personnel on the newly established guidance.

Finding 3 – Disclosure of AMPER Scoring Formulas

We determined the formulas used to calculate AMPER scores are not disclosed and transparent to AM contractors and district personnel.

The trust component of the department’s value statement ensures the public, “We are open and fair.”

With regard to AMPER scoring computation, the AMPER User’s Guide states:

The report has been designed to give forgiveness for a few instances of non-performance, yet become quite harsh if the contractor fails to perform across several indicators. Scores do not generally decrease in a linear fashion; most scales used in the report drop quickly with multiple instances of poor performance.⁷

The User’s Guide refers to the non-linear nature of the AMPER score calculation but does not disclose how the scores are calculated. In addition, the AMPER Excel spreadsheet is not configured to display the formulas embedded within the cells of the spreadsheet. District personnel indicated they were unaware of how the AMPER scores are calculated.

The formula considers the total number of performance indicators⁸ in the contract and the number of indicators that are “met” and “not met” and decreases the section’s score, based upon an exponential factor of 1.3, for each performance indicator “not met.”

Figure 3 illustrates the scoring formula for Section I and Figure 4 highlights the components used by the formula.

⁷ AMPER User’s Guide, version 2.0, Overview section

⁸ See Appendix D for a list of potential Section I Performance Indicators. We used AMPER Version 2.1 due to updates on performance indicators used on the AMPER during the course of this audit.

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Figure 3: AMPER Section I Score Formula

$$\frac{\text{Total \# of Indicators – Not in Contract – (Does Not Meet)}^{1.3}}{\text{Total \# of Indicators – Not in Contract}}$$

Source: OIG review of AMPER spreadsheet formulas

Figure 4: Components for Section I's Score

ASSET MAINTENANCE CONTRACTOR PERFORMANCE EVALUATION REPORT <small>AMPER Version 1.3</small>					Contractor Name		Contract Number		Evaluation Date		Release Date: Jul 18, 2011		
					[REDACTED]		[REDACTED]		Jan 1, 2014 to June 30, 2014				
Section I - AM Perf Measures					Number of Indicators	Not In Contract	Does Not Meet	Performance Met	Section Score	Section Weight	Weighted Score	Sections included in Contract	
												Section	
												Included?	
A) Safety Features and Inspections					19	7	0	12				AMPM - I	
B) Administration					13	5	1	7				<input type="checkbox"/> N	
C) Contractor Response					5	0	0	5				Structures - III	
D) Field Operation					17	11	0	6				<input checked="" type="checkbox"/> Y	
					54	23	1	30	96.0	26%	25.0	MRP - IV	
												<input checked="" type="checkbox"/> Y	
												Evaluation - V	
												Y	
Section II - Rest Areas (Not in Scope of AM Contract)												COLOR CODE LEGEND:	
												User Input Field	
												Compare this Score to Minimum Acceptable Score of 70	
												Error / Incomplete Warning	

Source: AMPER Excel spreadsheet

Disclosing the methodology of the AMPER's Excel formulas and calculations in the procedure, or other appropriate documents, will allow:

- AM contractors to fully evaluate business risks associated with bid preparation and management of resources during the course of the contract; and
- district AM personnel to better understand the calculation of the AMPER scoring process.

OOM acknowledged the identified issues above and stated Volume 2 of the AMPER User's Guide is "under development." Volume 2 will explain the scoring methodology and calculations, and disclose the Excel spreadsheet formulas.

We recommend the Director of the Office of Maintenance:

- complete Volume 2 of the AMPER User's Guide; and
- incorporate the new material in the periodic training of the districts and presentations to contractors.

Observation – Effect of Safety Performance on AMPER’s Overall Score

We observed AM contractors, overall, are meeting the department’s expectations for maintaining a safe transportation system; however, we found safety performance results may be minimized because there is no separate safety score.

The AMPER User’s Guide states:

The AMPER is designed to accurately assess an AM contractor’s overall performance.⁹

The department’s mission states:

The department will provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities.

Examination of Historical Section I scores

In our review of AMPERs from 2012 to 2014, we noted eight instances out of 143 in which the Section I score, which includes safety items, was 70 percent or below and the Overall AMPER Score was 70 percent or above.¹⁰

For example, Figure 5 below shows a Section I Score of “43” containing the safety items being evaluated.

Figure 5: AMPER Section I

ASSET MAINTENANCE CONTRACTOR PERFORMANCE EVALUATION REPORT					Contractor Name		
					Contract Number		
					Evaluation Date		
<small>AMPER Version 1.3</small>							
Section I - AM Perf Measures	Number of Indicators	Not In Contract	Does Not Meet	Performance Met			
A) Safety Features and Inspections	19	0	6	13			
B) Administration	13	6	1	6			
C) Contractor Response	5	0	2	3			
D) Field Operation	17	8	2	7	Section Score	43.0	
	54	14	11	29	Section Weight	20%	Weighted Score
							8.6

Source: Period 1 – 2012 AMPER reports

Figure 6 below illustrates how the Section I score of “43” is weighted and combined with other sections’ scores to calculate an overall performance score of “78”.

⁹ AMPER User’s Guide (version 2.0), Principles Governing AMPER evaluations

¹⁰ See Appendix E, Summary of AMPER scores

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Figure 6: Semi-annual AMPER Results

SEMI-ANNUAL AMPER RESULTS SUMMARY & CONFIRMATION		
AMPER Version 1.3		
Contractor Name	██████████	
Contract Number	██████████	
Evaluation Date	Jan-Jun 2012	
	Section Weight	Section Score
Section I - AM Perf Measures	20%	43.0
Section II - Rest Areas (RA)	20%	77.4
Section III Bridges & Ancillary Structures	25%	93.9
Section IV - MRP	20%	100.0
Section V Contractor Performance Rating	15%	72.5
Semi-Annual Contractor Performance Score:		78

Source: Period 1 – 2012 AMPER Reports

Calculation of an Individual Safety Score

We conducted an analysis and calculated an individual Safety score based upon a ratio of performance indicators “met” to the number of performance indicators in the contract. Our analysis found one instance, out of 143 AMPERs performed, where our calculated Safety score fell below 70% for the period 2012-2014.

Based upon this analysis, we conclude AM contractors, as a whole, are meeting performance expectations for Safety. See Table 1.

Table 1: Individually Calculated Safety Scores Summary

Summary of AMPER Section I Safety Scores* Instances By Range and District 2012 - 2014										
Score Range	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Turnpike	Total	%
50-60%	0	0	0	0	0	0	0	0	0	0%
61-70%	1	0	0	0	0	0	0	0	1	1%
71-80%	1	0	0	0	0	0	0	1	2	1%
81-90%	2	4	0	4	1	2	1	3	17	12%
91-100%	13	26	11	20	23	6	19	5	123	86%
Total	17	30	11	24	24	8	20	9	143	

*See Appendix E for detail scores.

Source: AMPER Reports 2012-2014

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Test of the AMPER formula

We tested seven past AMPERs to determine the extent to which the Safety performance indicators¹¹ “met” could be changed to “not met” and the AMPER still resulted in an overall performance score of 70 percent or above.

In the two tests below, the number of Safety performance indicators reporting as “met” on the AMPER Excel spreadsheet was changed to zero percent (0%) and fifty percent (50%), respectively. The performance results in the other sections were left unchanged.

Table 2: Test of AMPER Formula – Safety

AMPER Formula Tests Safety Score, Section I Score, Overall Score Period 1 - 2014										
Contract	Number of Sections	Actual*			Test 1: 0% Safety Indicators Met			Test 2: 50% Safety Indicators Met		
		Safety Score	Section I Score	Overall Score	Recalculated Safety Score	Recalculated Section I Score	Recalculated Overall Score	Recalculated Safety Score	Recalculated Section I Score	Recalculated Overall Score
E6I47	5	100%	80%	91%	0%	0%	75%	50%	33%	81%
E2Q74	4	100%	97%	88%	0%	0%	63%	53%	58%	78%
E2R38	4	100%	84%	71%	0%	0%	50%	53%	40%	60%
E4N81	4	92%	96%	94%	0%	14%	73%	53%	64%	86%
E8N09	4	92%	76%	83%	0%	0%	61%	50%	42%	73%
E5P05	3	100%	100%	98%	0%	42%	88%	50%	76%	94%
E7G51	3	100%	100%	93%	0%	51%	71%	50%	80%	84%

*The safety score is calculated based on the ratio of actual "performance indicators met" to the "total number of indicators in the contract." The Section I scores and Overall scores are the original AMPER scores.

Source: Period 1 - 2014 AMPER Reports

Overall, when:

- none (0%) of the Safety performance indicators are met, four of the seven tests resulted in overall AMPER scores above 70%; and
- approximately half (50%) of the Safety performance indicators are met, six of the seven tests resulted in overall AMPER scores above 70%.

We recognized the test scenarios above are extreme cases. Based upon audit inquiry, OOM and other district personnel stated that if an AMPER Section I has a low score, then Section V should also reflect a lower score due to the requirements of the AMPER. We concur with OOM and district personnel; however, due to the overall size of the program and the number of AM contracts, we conclude there is a potential increased risk of unmet Safety performance standards occurring over an extended period of time.

¹¹ As reported in the Background and Introduction, Safety Features and Inspections performance indicators are included in AMPER Section I.

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We recommend the Director of the Office of Maintenance enhance minimum score standards affecting Safety in the AMPER by requiring a Section 1 score of 70 or above, and an average score of 70 or above for Section 1, Safety Features and Inspections.

APPENDIX A – Purpose, Scope, and Methodology

Section 20.055, Florida Statutes, requires the OIG to conduct audits, examinations, investigations, and management reviews related to programs and operations of the department. This audit was performed as part of the OIG’s mission to promote accountability, integrity, and efficiency for the citizens of Florida by providing objective and timely audit and investigative services.

The **purpose** of this engagement was to determine if:

- asset maintenance contracts are consistent from district-to-district and comply with applicable laws, rules, and department procedures and guidance;
- department monitoring ensures consistent satisfactory performance of AM contractors; and
- department administration and oversight of AM contracts were sufficient.

The **scope** of our audit focused on active contracts executed or renewed since 2008 under the authority of section 337.11, Florida Statutes, or thirty-nine (39) contracts totaling \$876,846,720 in value. Our review included contracts for the maintenance of rest areas, bridges and ancillary structures, and roadways. All contracts examined contained provisions for semi-annual contractor performance evaluations.

Our **methodology** included:

- reviewing relevant laws, rules, regulations, department policies, and procedures;
- interviewing Central Office and district personnel;
- reviewing AM contract provisions and scope of services; and
- analyzing AMPER evaluation methodology and historical scoring data.

APPENDIX B – Management Response (page 1 of 2)

In accordance with Section 20.055(6)(e), Florida Statutes, the affected party was provided an opportunity to review and respond to the preliminary and tentative report.

On August 24, 2016, the Office of Maintenance emailed the following response to the preliminary and tentative report:

Audit 15C-6001- Asset Maintenance Contracts dated June 7, 2016

**Office of Maintenance Response
August 24, 2016**

Finding 1 – Minimum Acceptable Performance Scores

“We determined neither AM contracts nor OOM’s procedures clearly state a minimum acceptable score for each section of the AMPER.

“We recommend the Director of the Office of Maintenance amend the procedure, and other appropriate contract documents, to clearly disclose the minimum acceptable scores required on the AMPER.”

The Office of Maintenance (OOM) Response:

The OOM concurs with the Finding; however, an alternative corrective action will be taken. The OOM will modify Procedure 375-000-005 Performance Based Maintenance Contracting Procedure to state that an AMPER score less than 70 is evidence of poor performance and to provide guidance as stated in the OOM Response to Finding 2 below. Contract default and contractor non-responsibility are addressed separately in Procedure 375-020-002 Maintenance Contract Administration, Inspection and Reporting and Procedure 875-070-001 Contractor Non-Responsibility on Maintenance Contracts.

Finding 2 – Remedial Guidance

“We determined the PBMC procedure does not specify how and when district personnel should take remedial action resulting from unacceptable contractor performance, poor AMPER scores, or failure to meet other contract requirements.

“We recommend the Director of the Office of Maintenance:

- establish specific guidelines and remedial actions for district personnel to follow when acceptable contractor performance is not achieved; and
- provide training to district personnel on the newly established guidance.”

OOM Response:

The OOM concurs with the Finding and the Recommendations. Procedure 375-000-005 Performance Based Maintenance Contracting will be modified to provide specific guidelines if acceptable contractor performance is not achieved. Every situation is unique with many complicating factors to be considered so specific remedial actions such as default or non-responsibility will not be directed in the procedure. Guidance such as “... inform the Office of Maintenance ...” or “... send a Letter of Concern ...” or “... assess all applicable deductions ...” will be added.

APPENDIX B – Management Response (page 2 of 2)

The OOM performs Quality Assurance Reviews (QARs) of every Asset Maintenance contract in every District every year. During the QARs, the OOM provides a two to four hour Training/Refresher/Question and Answer Session with district personnel actively involved with Asset Maintenance contracts to discuss new ideas, concepts, and policy and procedure changes. In addition, the OOM hosts a yearly, statewide Asset Maintenance training for approximately 50 participants actively involved in Asset Maintenance contracts to discuss and share new ideas, concepts, and policy and procedure changes. The QARs and yearly statewide training will be used to train district personnel on any newly established guidance. The OOM will implement this Recommendation during the year following implementation of the guidance.

Finding 3 – Disclosure of AMPER Scoring Formulas

“We determined the formulas used to calculate AMPER scores are not disclosed and transparent to AM contractors and district personnel.

“We recommend the Director of the Office of Maintenance:

- complete Volume 2 of the AMPER User’s Guide; and
- incorporate the new material in the periodic training of the districts and presentations to contractors.”

OOM Response:

The OOM concurs with the Finding and the Recommendations. The OOM is currently developing Volume 2 of the AMPER User’s Guide which will present and explain all of the internal workings, formulas, calculations, and theories of the AMPER. The OOM will complete Volume 2 by December 31, 2016. Training on Volume 2 will occur during the QARs and yearly statewide training during the year following implementation as discussed in the OOM Response to Finding 2.

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APPENDIX C – AMPER Score Calculation Methodology

As noted in the background of this report, there are up to five sections of the AMPER. If all five sections are part of the evaluation process, each section is weighted approximately equal for scoring tabulation purposes, or 20%, 20%, 25%, 20%, and 15% for Sections I through V, respectively.

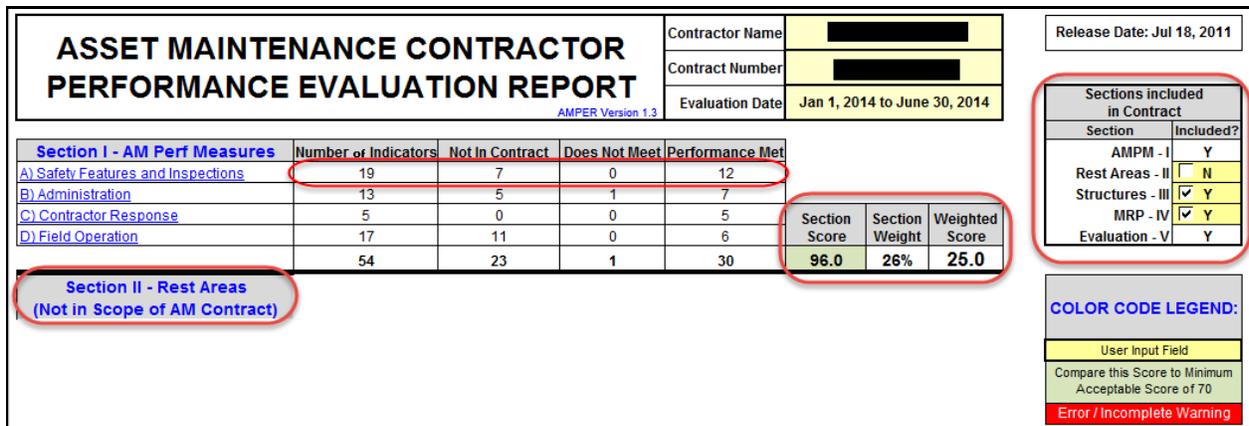
If Sections II, III, or IV are not selected (maintenance area or activity not within scope of contract), the Excel program’s formulas will redistribute the weighted values of the omitted section(s) to the other sections selected. See Appendix F for a sample of AMPER contracts and their section’s allocated weight percentages.

The following steps describe, for example, how the evaluation results from Section I are incorporated into AMPER’s overall performance score:

- The performance areas (indicators within the scope of the contract) in Section I are graded and marked by district personnel as “met” or “not met.”
- The Excel program calculates the Section I score.
- The predetermined Section weight allocation percentage is then applied to the Section I score to determine a weighted score.
- The Section I weighted scores are combined with the other section’s weighted scores to determine the AMPER’s overall performance score.

Figure 7 shows Section I from an AMPER. In the upper right corner of Figure 7 the AM contract scope parameters are selected. All AMPERs include Sections I and V, Performance Measures and Contractor Performance Rating, respectively. The legend code in the lower right corner indicates that a score of 70% is the minimum acceptable score for the section.

Figure 7: AMPER’s Section I



Source: AMPER Excel Spreadsheet

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APPENDIX D – Potential Section I Performance Indicators, AMPER Version 2.1

AMPER Section I Potential Performance Indicators E4L77 AMPER (Version 2.1) Period Ending 12/31/2015		
	Performance Indicator	Number of Performance Measures
Administration		
	DBE Utilization and Reporting	1
	Construction Project Close-Out Inspections/Review	1
	Design Phase Review of Construction Plans Phased Submittals	1
	RCI Data Collection & Reporting	2
	Permit Administration & Operations	5
	Furnishing of Required Documents and Reports	1
	Insurance & Bonding Compliance	1
	Technical Proposal Compliance	1
	Compliance with RFP & Scope of Services	1
	Compliance with Non-RFP & Non-Scope Contract Documents	1
	Administration Total	15
Safety Features		
	Highway Lighting Operation and Maintenance (including High Mast if included in Contract)	4
	Guardrail Inspection and Maintenance	4
	Crash Cushion Inspections and Maintenance	4
	Sign Inspections and Maintenance	4
	Safety Features Total	16
Field Operations		
	Customer Service	3
	Emergency Response	2
	Maintenance of Traffic (MOT) Operation	1
	Graffiti	1
	Water Systems, Wastewater Systems, Stormwater Systems	2
	Herbicide, Turf, Invasive Species	2
	Bridge Surface Maintenance	1
	Off-Mainline Roadway Segments	2
	Traffic Operation Work Orders	1
	Field Operations Total	15
Project Specific		
	District Defined Project Specific, Non-Standard, & Alternative Review Type (varies by contract)	7
	Contract E4L77 Potential Performance Indicators Total	53

Source: AMPER Excel Spreadsheet

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APPENDIX E – Summary of AMPER Scores

We calculated safety scores based on raw AMPER performance data. We highlighted eight instances in which Section I Scores were 70 percent or below but for which the Overall Score was 70 percent or higher. Blank spaces indicate the contract had not yet been executed or the AMPER for the period for the period was completed subsequent to the scope period of this audit.

Summary of AMPER Scores OIG Calculated Safety Score,* Section I, Overall Performance For the period 2012-2014																		
Contract	2012 - Period 1			2012 - Period 2			2013 - Period 1			2013 - Period 2			2014 - Period 1			2014 - Period 2		
	Safety Score	Section I Score**	Overall Score**	Safety Score	Section I Score**	Overall Score**	Safety Score	Section I Score**	Overall Score**	Safety Score	Section I Score**	Overall Score**	Safety Score	Section I Score**	Overall Score**	Safety Score	Section I Score**	Overall Score**
E1F88	100%	100%	97%	100%	96%	96%	100%	97%	97%	100%	97%	96%	100%	97%	96%	100%	100%	98%
E1G23	68%	43%	78%	79%	56%	80%	84%	78%	90%	89%	78%	88%	95%	94%	81%			
E1L59							100%	73%	84%	100%	97%	96%	91%	93%	95%	100%	100%	97%
E1M87													100%	92%	92%	100%	87%	87%
E2K97	100%	82%	87%	91%	92%	81%	100%	92%	81%	100%	100%	80%	100%	88%	78%			
E2O88	82%	76%	73%	91%	82%	72%	100%	76%	73%	82%	64%	67%	82%	57%	70%			
E2Q70				100%	100%	93%	100%	96%	90%	100%	96%	85%	100%	96%	89%			
E2Q71				100%	96%	90%	100%	100%	88%	100%	96%	94%	100%	96%	94%			
E2Q74							100%	88%	61%	100%	88%	65%	100%	97%	88%			
E2R38										93%	87%	78%	100%	84%	71%	100%	94%	97%
E2R43													100%	81%	76%			
E2R44													89%	96%	96%	100%	100%	99%
E2R51													100%	96%	94%	100%	85%	87%
E2R56													100%	100%	94%			
E3G97	93%	84%	93%	100%	89%	88%	93%	73%	78%	100%	97%	85%	100%	93%	86%			
E3J21	100%	100%	99%	100%	100%	99%	100%	100%	95%	100%	92%	93%	100%	96%	95%	100%	100%	96%
E4H52	100%	100%	95%	88%	79%	90%	94%	84%	92%	88%	79%	90%	100%	84%	90%	94%	84%	90%
E4L77	100%	100%	96%	100%	100%	98%	100%	100%	96%	100%	100%	97%	100%	96%	94%	100%	100%	95%
E4L78	100%	81%	85%	100%	100%	86%	100%	92%	85%	100%	100%	93%	100%	100%	95%	100%	100%	94%
E4N77										87%	92%	90%	93%	88%	89%	87%	84%	90%
E4N81										100%	100%	94%	92%	96%	94%	100%	100%	92%
E5N05	100%	100%	95%	100%	100%	94%	100%	100%	96%	100%	100%	98%	100%	96%	95%	100%	96%	94%
E5P05	100%	100%	98%	100%	93%	97%	100%	84%	96%	100%	100%	99%	100%	100%	98%	100%	100%	98%
E5P60	100%	100%	96%	100%	100%	91%	100%	100%	97%	100%	100%	96%	100%	100%	96%	100%	100%	98%
E5P62				100%	100%	93%	100%	100%	97%	91%	96%	93%	100%	100%	94%	100%	100%	98%
E5Q90																88%	73%	88%
E6D11		100%	94%		100%	95%	100%	90%	91%	100%	100%	91%	100%	100%	92%	100%	100%	91%
E6I47										94%	64%	82%	80%	80%	91%	87%	85%	90%
E6I97																81%	28%	58%
E7G25	100%	94%	95%	100%	100%	92%	100%	100%	92%	100%	100%	96%	100%	100%	93%	100%	100%	96%
E7G51	100%	96%	95%	100%	91%	84%	100%	96%	90%	100%	96%	93%	100%	100%	93%	100%	100%	92%
E7H52				100%	89%	86%	86%	84%	88%	100%	74%	83%	91%	83%	88%	100%	100%	98%
E7I87																93%	84%	86%
E7I95													91%	76%	82%	93%	79%	81%
E8K38	87%	60%	80%	87%	54%	79%	93%	60%	80%	87%	66%	82%	92%	70%	83%			
E8M31							80%	72%	67%	100%	93%	86%	92%	92%	84%			
E8N09													92%	76%	83%			

* Scores for Safety are not individually calculated on AMPER in Section I. Therefore, the Safety scores summarized in this table are linearly calculated based upon the ratio of performance indicators met to the total number of indicators in the contract.

**Section I Scores and Overall Scores are actual data reported on the AMPER.

Source: AMPERs for period ending 2012-2014

**Office of Inspector General
Florida Department of Transportation**

APPENDIX F – Sample of Weighted Score Allocations

This sample of AMPER scoring allocations indicates the varying content of AM contracts has an impact on the weight each section of the AMPER will carry in calculating the Overall Score. Sections allocated at 0 percent (0%) are not within the scope of the contract.

CONTRACT	Section I Performance Measures	Section II Rest Areas	Section III Bridges and Ancillary Structures	Section IV MRP	SECTION V Contractor Performance Rating	Scope
E1G23	20%	20%	25%	20%	15%	I-75 Broward, Collier, Lee, Charlotte, Manatee, Desoto, Sarasota Counties
E1M87	45%	0%	0%	35%	20%	State roads Charlotte County
E2O88	45%	0%	0%	35%	20%	I-95 St. Johns Cty to GA line; parts of I-295; I-10 Baker Cty to I-95
E2Q74	25%	37%	7%	0%	31%	All RAs, Welcome Centers and Weigh Stations in District Two
E3G97	27%	0%	24%	26%	23%	State ROWs Escambia Cty
E3J21	27%	0%	24%	26%	23%	State ROWs Okaloosa and portions of Walton Counties
E4L78	26%	0%	28%	25%	21%	State ROWs Indian River County
E4N81	26%	38%	4%	0%	32%	RAs and WIM I-95 Martin and St. Lucie Counties
E5P05	15%	0%	63%	0%	22%	Movable bridges D5
E5P62	22%	21%	19%	21%	17%	SR 535/536, I-4 Orange, Osceola, Seminole, Volusia Counties, portion of I-4 Polk
E6D11	41%	0%	0%	0%	59%	Bridge tending, maintenance and repair for all movable bridges including fender structures, traffic services, structure inspection and incident management Miami-Dade and Monroe Counties
E6I97	25%	0%	30%	24%	21%	ROWs various locations Miami/Dade Broward
E7G25	16%	0%	60%	0%	24%	Sunshine Skyway Bridge
E7I87	25%	25%	0%	30%	20%	I-75 Hillsborough, Pasco, Hernando
E8K38	28%	0%	23%	26%	23%	Polk Parkway, Veteran Expressway and SPUR, Suncoast Parkway-Hernando, Pasco, Hillsborough, Polk
E8N09	28%	0%	23%	26%	23%	TP Toll Plazas MP 100 to 200 Palm Beach, Martin, St Lucie, Indian River, Okeechobee, Osceola

Source: AMPER Excel Spreadsheets

**Office of Inspector General
Florida Department of Transportation**

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STATEMENT OF ACCORDANCE

Statement of Accordance

The mission of the department is to provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities.

The mission of the Office of Inspector General is to promote integrity, accountability, and process improvement in the Department of Transportation by providing objective fact-based assessments to the DOT team.

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