

Annual Procurement Vendor Performance Assessment (VPA) Report for Fiscal Year (FY) 2025 includes the following:

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Report Highlights

- Better sourcing decisions
- Educating GLWA Project Managers on vendor performance assessment process
- Key Performance Indicator (KPIs) summary since program launch

Program Background

Prior to the development of the Vendor Performance Assessment (VPA) Program, GLWA had no measurable, documented process for the evaluation of a vendor's performance on a contract. This meant that important lessons learned during the execution of one contract were not made available during the evaluation process of another, representing a gap in GLWA's desire for continuous and strategic improvement in our sourcing decisions.

A soft launch of the VPA Program was executed in October 2022 and allowed GLWA to begin internally collecting VPA data, training team members on the VPA Program, and refining the VPA process. With the full launch of the program in September 2024, GLWA began utilizing VPA scoring during the solicitation evaluation process to improve strategic sourcing decisions and to provide vendors with actionable opportunities for performance improvement on current and future GLWA projects.

VPA Program Overview

The purpose of GLWA's VPA Program is to monitor and manage vendor quality, delivery, service levels, and overall value to ensure they are aligned with GLWA's needs and goals. GLWA's VPA Program is structured to evaluate and measure how well vendors are meeting the agreed-upon contractual requirements and performance standards of the organization.

VPA Program Eligibility

- All current contracts in the Euna Solutions (Bonfire) System \geq \$1,000,000
- Construction, Architectural Engineering, Design Build, Information Technology, Operations & Maintenance, Progressive Design Build, and Personnel contracts
- Job Order Contracts (JOCs) and Task Order Engineering Services (TOES) contracts \geq \$300,000
- Contracts terminated for cause or convenience
- Extended or renewed contracts meeting the above requirements

VPA Survey

VPAs are distributed to GLWA Project Managers of eligible contracts within 30 days of contract end-date via an online survey tool. A standard survey is currently used for all GLWA projects. The VPA survey content consists of the multiple-choice categories and narrative items shown below.

Multiple Choice Categories	Narrative Items
1. Project Management	1. What else would you want future GLWA Procurement evaluation teams to know about this Vendor/Contractor's performance? 2. List any suggestions you have for this Vendor/Contractor to improve future performance in the execution of GLWA contracts. 3. List below any additional criteria you would like to see added to future GLWA Vendor Performance Assessments.
2. Finance/Budget	
3. Quality of Work	
4. Communication/Responsiveness	
5. Scope of Work	
6. Health & Safety	
7. Schedule	
8. Security	
9. Business Inclusion & Diversity	
10. Evaluation Team Feedback	

VPA Data Usage

- All existing validated VPA scores and data are shared with GLWA evaluation teams during future solicitations involving affected Vendors.
- Vendors with validated one year rolling aggregate scores of less than 70% are classified as “Vendors at Risk” and are deemed “non-responsible” for any solicitations they are currently pursuing per GLWA procedure FSA_PRO_SOP_0012 Non-Award Determination and GLWA Procurement Policy (13.1 Imposing Suspension/Debarment).
- Vendors at Risk are given an opportunity to appeal the VPA or submit a Preventative Action Plan (PAP) to regain eligibility for future GLWA solicitations. The PAP must be approved by GLWA stakeholders, must address all known performance issues, and will be referenced during any future awarded contracts. Detailed PAP instructions are shared with each affected Vendor.

VPA Appeal Process

A Vendor is permitted to appeal any individual VPA item within seven business days of receipt of the VPA Vendor Notification Letter. Appeal instructions are included in the letter.

Benefits of the VPA Program

GLWA's VPA Program has enabled several key improvements in our procurement process as it relates to measuring vendor performance and developing stronger vendor relationships. The VPA Program has allowed GLWA to:

- Establish KPIs by defining specific, measurable metrics that reflect critical aspects of vendor performance like delivery time, quality rate, customer satisfaction, cost per unit, etc.
- Collect key data from various sources like purchase orders, delivery records, customer feedback, and vendor reports.
- Analyze collected data against established KPIs to assess vendor performance against expectations.
- Facilitate feedback and communication with vendors on their performance, highlighting areas of strength and areas for improvement.
- Hold periodic performance review meetings with vendors to discuss their performance, address concerns, and set future goals.

Overall, the VPA Program has benefited GLWA in the following ways.

- **Improved cost management:** Helping us to identify areas where cost savings can be achieved through better vendor negotiation and performance optimization.
- **Enhanced quality control:** Ensuring consistent high quality of products and services delivered by vendors.
- **Risk mitigation:** Identifying potential issues with vendors early on and taking corrective actions to minimize disruptions.
- **Stronger Vendor Relationships:** Fostering open communication and collaboration with vendors to improve overall performance.
- **Procurement Policy Alignment:** Addressing "gap" in determining Vendor responsibility.
- **Data-based Sourcing Decisions:** When VPA data is available, GLWA evaluation teams can determine Vendor responsibility based on past performance data.

Key Performance Indicators

Table 1 – VPA Current KPI Data

KPI	Current Data
1. Average VPA Score (Validated)	95.5%
2. Project Managers Trained	76
3. Non-Responsible Vendors Identified	1
4. VPAs Submitted	37
5. VPA's Validated	33

Program Data Summary



Table 2 – VPAs Submitted FY 2023

Vendor Name	Project Title
DES Electric	Power Monitor Installation Project
Waste Management of Michigan	Hauling & Disposal of Rack & Grit
Salenbien Trucking and Excavating	Park – Merriman 24" Water Main
WSP Michigan Inc.	Springwells Admin. Bld. & Fire Protect
Major Cement Company	14 Mile Transmission Loop - Phase I
Detroit Pump & Mfg. Company	Pumps and Grinders Service
ThyssenKrupp Elevator Corp.	Preventative Monthly Elevator Maintenance

Table 3 – VPAs Submitted FY 2024

Vendor Name	Project Title
The Foster Group LLC	Financial Management Consulting Service
LGC Global Inc.	Wholesale Water Meter Rehabilitation & Meter Replacement
Rickman Enterprise Group, LLC	Loading, Hauling and Disposal of Scum
Magnolia River Services	GIS Strategic Support Services
J.F. Cavanaugh Company	Complex II- Measurement Systems for Filters at NE Water Treatment Plant
Weiss Construction Corporation	Fairview Sewage Pumping Station Improvements (Task)
Mark Anthony Contracting	Schoolcraft Road Concrete Pavement Restoration and Landscaping
Kokosing Industrial, Inc.	SWTP 1930 Sedimentation Basin Sluice Gates, Guides, and Hoist Improvements
Inland Waters Pollution Control	Emergency Sewer Repair CIP
CDM Smith Michigan Inc.	Good Sewer Metering Practices & Analytic Services
Brown and Caldwell, LLC	Fairview Sewage Pump Station
Jacobs Consultants, Inc.	Facilities Needs Assessment Project
Motor City Electric	Maintenance and Repair of Electrical Equipment
LGC Global Inc.	Rehabilitation of Outfall B-39
Brown and Caldwell Constructors	LHWTP Pilot Plant DB Services

Table 4 – VPAs Submitted FY 2025

Vendor Name	Project Title
Weiss Construction Company	Rehabilitation of Ferric Chloride Feed Systems
Ric-Man Construction, Inc	Wick Rd. 48-Inch Water Transmission Main
Somat Engineering Inc	Engineering Services for Concrete Testing, Geotechnical Soil Borings
Commercial Contracting Corporation	Incineration and Ash Handling System Rehabilitation
Commercial Contracting Corporation	Baby Creek CSO Facility Screen Rehabilitation
Weiss Construction Company	RRO Sodium Hypochlorite Feed System Improvements

Vendor Name	Project Title
Preventative Maintenance Technologies, LLC	Standby Generator Preventative Maintenance and Repair Services
Slalom, LLC	Consultant Services for Workday Project
Arcadis of Michigan LLC	Comprehensive Corrosion Control Optimization Study
Titus Welding Company, Inc	General maintenance for all grit collector needs
NTH Consultants, Ltd.	Environmental Health and Safety Compliance Services
Enterprise Fleet Management	Fleet Management Service
Pullman SST, Inc.	Reservoir Rehabilitation Project at Water Treatment Facilities
LaSalle Construction Services	Hazmat Building Rehabilitation
Hazen and Sawyer	Reservoir Inspection and Design & Construction

VPA Training Data

VPA Training is provided to GLWA Project Managers in advance of receiving the VPA survey. Training sessions are one hour and are delivered to the GLWA Project Managers virtually via Microsoft Teams Meetings. We started offering this training on November 10, 2022 and there have been a total of 76 GLWA Project Manager trained in 17 training sessions at the end of FY 2025.

Table 5 – GLWA VPA Training by Organization Since Program Launch

GLWA Organization	# of Project Managers Trained
Wastewater Operations	29
Water & Field Services	28
Admin. & Compliance Services	9
Financial Services	7
Planning Services	1
Systems & Resiliency	1
Executive Office	1

VPA Outreach Presentations

- GLWA Vendor Outreach Event, September 26, 2024
- Michigan Intergovernmental Trade Network, March 21, 2025
- Michigan Public Procurement Officers Association (MPPOA) Reverse Trade Fair, April 3, 2025