



AGC REPORT CARD[®]



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 483 members of the Associated General Contractors (“AGC”) and other construction trade associations in March 2012. Survey responses totaled 61 (13% 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	41	67%
Project Manager	1	2%
Estimator	11	18%
Superintendent	2	3%
Other	6	10%
	61	100%

We asked eight questions related to the respondents’ contracting experience with seven large public owners. Collectively, these seven entities represent over \$2.9 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 and their construction spending for the survey period were:

	<u>Owner</u>	<u>Construction Spending</u>
1.	Bexar County	\$112 million
2.	Judson Independent School District	\$196 million
3.	North East Independent School District	\$107 million
4.	Northside Independent School District	\$170 million
5.	United States Army Corps of Engineers	\$2.7 billion
6.	The University of Texas System	N/A
7.	University Health System	\$543 million

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:

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						
Bexar County	33.33%	39.39%	72.72%	24.24%	3.03%	0.00%
The University of Texas System	23.81%	47.62%	71.43%	4.76%	19.05%	4.76%
University Health System	13.04%	52.17%	65.21%	26.09%	8.70%	0.00%
Northside Independent School District	37.04%	25.93%	62.97%	18.52%	11.11%	7.41%
North East Independent School District	37.04%	25.93%	62.97%	30.43%	4.35%	0.00%
United States Army Corps of Engineers	13.79%	27.59%	41.38%	34.48%	10.34%	13.79%
Judson Independent School District	12.50%	12.50%	25.00%	25.00%	37.50%	12.50%
Bid Qualifications and Evaluations						
Bexar County	13.04%	60.87%	73.91%	8.70%	13.04%	4.35%
The University of Texas System	14.29%	57.14%	71.43%	14.29%	9.52%	4.76%
United States Army Corps of Engineers	17.24%	51.72%	68.96%	13.79%	6.90%	10.34%
Northside Independent School District	37.04%	25.93%	62.97%	14.81%	3.70%	18.52%
University Health System	14.29%	47.62%	61.91%	23.81%	0.00%	14.29%
North East Independent School District	26.09%	34.78%	60.87%	30.43%	4.35%	2.94%
Judson Independent School District	12.50%	25.00%	37.50%	25.00%	25.00%	12.50%
Design Coordination and Management						
Northside Independent School District	44.44%	22.22%	66.66%	25.93%	0.00%	7.41%
Bexar County	13.04%	52.17%	65.21%	21.74%	13.04%	0.00%
The University of Texas System	28.57%	33.33%	61.90%	23.81%	9.52%	4.76%
University Health System	22.22%	38.89%	61.11%	38.89%	0.00%	0.00%
North East Independent School District	13.04%	34.78%	47.82%	34.78%	13.04%	4.35%
United States Army Corps of Engineers	17.24%	20.69%	37.93%	27.59%	17.24%	17.24%
Judson Independent School District	12.50%	12.50%	25.00%	37.50%	0.00%	37.50%

Percentage of Grades Received for Each Question (continued)

<u>Questions</u>	<u>A</u>	<u>B</u>	<u>A&B Combined</u>	<u>C</u>	<u>D</u>	<u>F</u>
Insurance and Risk Requirements						
The University of Texas System	30.00%	55.00%	85.00%	10.00%	5.00%	0.00%
North East Independent School District	26.09%	52.17%	78.26%	17.39%	4.35%	0.00%
Northside Independent School District	42.31%	34.62%	76.93%	11.54%	7.69%	3.85%
Bexar County	13.04%	60.87%	73.91%	21.74%	0.00%	4.35%
University Health System	25.00%	45.00%	70.00%	25.00%	0.00%	0.00%
United States Army Corps of Engineers	17.86%	42.86%	60.72%	35.71%	3.57%	0.00%
Judson Independent School District	0.00%	37.50%	37.50%	50.00%	0.00%	12.50%
Payment						
North East Independent School District	13.04%	60.87%	73.91%	13.04%	13.04%	0.00%
Northside Independent School District	42.31%	26.92%	69.23%	23.08%	7.69%	0.00%
Bexar County	9.09%	59.09%	68.18%	18.18%	13.64%	0.00%
United States Army Corps of Engineers	27.59%	37.93%	65.52%	24.14%	3.45%	6.90%
The University of Texas System	20.00%	45.00%	65.00%	20.00%	15.00%	0.00%
University Health System	15.00%	40.00%	55.00%	15.00%	25.00%	5.00%
Judson Independent School District	22.22%	0.00%	22.22%	22.22%	33.33%	22.22%
Relationships						
Bexar County	4.55%	68.18%	72.73%	13.64%	13.64%	0.00%
Northside Independent School District	42.31%	19.23%	61.54%	19.23%	11.54%	7.69%
North East Independent School District	26.09%	34.78%	60.87%	13.04%	21.74%	4.35%
The University of Texas System	30.00%	30.00%	60.00%	25.00%	5.00%	10.00%
University Health System	10.00%	40.00%	50.00%	25.00%	15.00%	10.00%
United States Army Corps of Engineers	6.90%	34.48%	41.38%	27.59%	13.79%	17.24%
Judson Independent School District	22.22%	0.00%	22.22%	44.44%	0.00%	33.33%

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						
The University of Texas System	57.89%	31.58%	89.47%	5.26%	0.00%	5.26%
United States Army Corps of Engineers	60.71%	28.57%	89.28%	0.00%	7.14%	3.57%
University Health System	47.37%	36.84%	84.21%	10.53%	0.00%	5.26%
Bexar County	22.73%	63.64%	86.37%	9.09%	4.55%	0.00%
Northside Independent School District	64.00%	16.00%	80.00%	16.00%	4.00%	0.00%
North East Independent School District	31.82%	45.45%	77.27%	13.64%	9.09%	0.00%
Judson Independent School District	11.11%	44.44%	55.55%	22.22%	11.11%	11.11%
Scope Management						
Northside Independent School District	44.00%	24.00%	68.00%	20.00%	12.00%	0.00%
Bexar County	9.09%	54.55%	63.64%	27.27%	9.09%	0.00%
The University of Texas System	40.00%	20.00%	60.00%	25.00%	5.00%	10.00%
North East Independent School District	21.74%	34.78%	56.52%	21.74%	13.04%	8.70%
University Health System	15.79%	36.84%	52.63%	26.32%	15.79%	5.26%
United States Army Corps of Engineers	7.14%	32.14%	39.28%	25.00%	28.57%	7.14%
Judson Independent School District	12.50%	12.50%	25.00%	25.00%	0.00%	50.00%

Bexar County
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	13.04%	52.17%	65.21%	26.09%	8.70%	0.00%
Bid Qualifications and Evaluations	13.04%	60.87%	73.91%	8.70%	13.04%	4.35%
Design Coordination and Management	13.04%	52.17%	65.21%	21.74%	13.04%	0.00%
Insurance and Risk Requirements	13.04%	60.87%	73.91%	21.74%	0.00%	4.35%
Payment	9.09%	59.09%	68.18%	18.18%	13.64%	0.00%
Relationships	4.55%	68.18%	72.73%	13.64%	13.64%	0.00%
Safety	22.73%	63.64%	86.37%	9.09%	4.55%	0.00%
Scope Management	9.09%	54.55%	63.64%	27.27%	9.09%	0.00%
Average	<u>12.20%</u>	<u>58.94%</u>	<u>71.15%</u>	<u>18.31%</u>	<u>9.46%</u>	<u>1.09%</u>

Judson Independent School District
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	12.50%	12.50%	25.00%	25.00%	37.50%	12.50%
Bid Qualifications and Evaluations	12.50%	25.00%	37.50%	25.00%	25.00%	12.50%
Design Coordination and Management	12.50%	12.50%	25.00%	37.50%	0.00%	37.50%
Insurance and Risk Requirements	0.00%	37.50%	37.50%	50.00%	0.00%	12.50%
Payment	22.22%	0.00%	22.22%	22.22%	33.33%	22.22%
Relationships	22.22%	0.00%	22.22%	44.44%	0.00%	33.33%
Safety	11.11%	44.44%	55.55%	22.22%	11.11%	11.11%
Scope Management	12.50%	12.50%	25.00%	25.00%	0.00%	50.00%
Average	<u>13.19%</u>	<u>18.06%</u>	<u>31.25%</u>	<u>31.42%</u>	<u>13.37%</u>	<u>23.96%</u>

North East Independent School District
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	13.04%	52.17%	65.21%	30.43%	4.35%	0.00%
Bid Qualifications and Evaluations	26.09%	34.78%	60.87%	30.43%	4.35%	4.35%
Design Coordination and Management	13.04%	34.78%	47.82%	34.78%	13.04%	4.35%
Insurance and Risk Requirements	26.09%	52.17%	78.26%	17.39%	4.35%	0.00%
Payment	13.04%	60.87%	73.91%	13.04%	13.04%	0.00%
Relationships	26.09%	34.78%	60.87%	13.04%	21.74%	4.35%
Safety	31.82%	45.45%	77.27%	13.64%	9.09%	0.00%
Scope Management	21.74%	34.78%	56.52%	21.74%	13.04%	8.70%
Average	<u>21.37%</u>	<u>43.72%</u>	<u>65.09%</u>	<u>21.81%</u>	<u>10.38%</u>	<u>2.72%</u>

Northside Independent School District
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	37.04%	25.93%	62.97%	18.52%	11.11%	7.41%
Bid Qualifications and Evaluations	37.04%	25.93%	62.97%	14.81%	3.70%	18.52%
Design Coordination and Management	44.44%	22.22%	66.66%	25.93%	0.00%	7.41%
Insurance and Risk Requirements	42.31%	34.62%	76.93%	11.54%	7.69%	3.85%
Payment	42.31%	26.92%	69.23%	23.08%	7.69%	0.00%
Relationships	42.31%	19.23%	61.54%	19.23%	11.54%	7.69%
Safety	64.00%	16.00%	80.00%	16.00%	4.00%	0.00%
Scope Management	44.00%	24.00%	68.00%	20.00%	12.00%	0.00%
Average	<u>44.18%</u>	<u>24.36%</u>	<u>68.54%</u>	<u>18.64%</u>	<u>7.22%</u>	<u>5.61%</u>

United States Army Corp of Engineers
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	13.79%	27.59%	41.38%	34.48%	10.34%	13.79%
Bid Qualifications and Evaluations	17.24%	51.72%	68.96%	13.79%	6.90%	10.34%
Design Coordination and Management	17.24%	20.69%	37.93%	27.59%	17.24%	17.24%
Insurance and Risk Requirements	17.86%	42.86%	60.72%	35.71%	3.57%	0.00%
Payment	27.59%	37.93%	65.52%	24.14%	3.45%	6.90%
Relationships	6.90%	34.48%	41.38%	27.59%	13.79%	17.24%
Safety	60.71%	28.57%	89.28%	0.00%	7.14%	3.57%
Scope Management	7.14%	32.14%	39.28%	25.00%	28.57%	7.14%
Average	21.06%	34.50%	55.56%	23.54%	11.38%	9.53%

University Health System
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	9.52%	57.14%	66.66%	19.05%	4.76%	9.52%
Bid Qualifications and Evaluations	14.29%	47.62%	61.91%	23.81%	0.00%	14.29%
Design Coordination and Management	22.22%	38.89%	61.11%	38.89%	0.00%	0.00%
Insurance and Risk Requirements	25.00%	45.00%	70.00%	25.00%	0.00%	5.00%
Payment	15.00%	40.00%	55.00%	15.00%	25.00%	5.00%
Relationships	10.00%	40.00%	50.00%	25.00%	15.00%	10.00%
Safety	47.37%	36.84%	84.21%	10.53%	0.00%	5.26%
Scope Management	15.79%	36.84%	52.63%	26.32%	15.79%	5.26%
Average	19.90%	42.79%	62.69%	22.95%	7.57%	6.79%

The University of Texas System
Percentage of Grades Received

Questions	A	B	A&B Combined	C	D	F
Bid Documents	23.81%	47.62%	71.43%	4.76%	19.05%	4.76%
Bid Qualifications and Evaluations	14.29%	57.14%	71.43%	14.29%	9.52%	4.76%
Design Coordination and Management	28.57%	33.33%	61.90%	23.81%	9.52%	4.76%
Insurance and Risk Requirements	30.00%	55.00%	85.00%	10.00%	5.00%	0.00%
Payment	20.00%	45.00%	65.00%	20.00%	15.00%	0.00%
Relationships	30.00%	30.00%	60.00%	25.00%	5.00%	10.00%
Safety	57.89%	31.58%	89.47%	5.26%	0.00%	5.26%
Scope Management	40.00%	20.00%	60.00%	25.00%	5.00%	10.00%
Average	<u>30.57%</u>	<u>39.96%</u>	<u>70.53%</u>	<u>16.02%</u>	<u>8.51%</u>	<u>4.94%</u>

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

2012	
1. Bexar County	71.15%
2. The University of Texas System	70.53%
3. Northside Independent School District	68.54%
4. Northeast Independent School District	65.09%
5. University Health System	62.69%
6. United States Army Corps of Engineers	55.56%
7. Judson Independent School District	31.25%

2010	
1. Northside Independent School District	83.95%
2. Bexar County	74.27%
3. Northeast Independent School District	72.61%
4. University Health System*	70.10%
5. Judson Independent School District	65.48%
6. United States Army Corps of Engineers	64.71%
7. The University of Texas System	64.67%

2009	
1. Northside Independent School District	78.84%
2. North East Side Independent School District	65.21%
3. Bexar County	60.82%
4. Alamo Community College District	56.21%
5. United States Army Corps of Engineers	54.23%
6. The University of Texas System	51.86%
7. Judson Independent School District	42.59%

2008	
1. Northside Independent School District	69.67%
2. United States Army Corps of Engineers	65.53%
3. Bexar County	62.81%
4. The University of Texas System	58.23%
5. Alamo Community College District	57.50%
6. Judson Independent School District	53.97%
7. North East Independent School District	44.28%

*Was not included in the 2008 or 2009 Survey