

**DEPARTMENT OF HEALTH AND MENTAL HYGIENE  
OFFICE OF PROCUREMENT AND SUPPORT SERVICES  
BEST MANAGEMENT PRACTICES FOR CONTRACT MONITORS**

Definition of Contract Monitor: The State's representative primarily responsible for administrative functions, including **written direction, invoice approval, monitoring for compliance with terms and conditions, monitoring MBE and VSBE compliance** and **achieving completion on budget, on time, and within scope**.

<b>Tasks and Responsibilities</b>	<b>Best Practices</b>
<b><i>Start-up</i></b>	<ol style="list-style-type: none"> <li>1. Review scope of work, deliverables, budget, and schedule.</li> <li>2. Establish Contract plan.</li> </ol>
<b><i>File maintenance</i></b>	<ol style="list-style-type: none"> <li>1. Establish electronic and paper file system.</li> <li>2. Periodic update to files.</li> <li>3. Establish tracking mechanism (spreadsheets, databases, etc.) and update periodically as appropriate.</li> </ol>
<b><i>Communications</i></b>	<ol style="list-style-type: none"> <li>1. Schedule kick-off meeting, periodic meetings, special meetings, etc.</li> <li>2. Communicate periodically with Contractor.</li> <li>3. Communicate periodically with your management team.</li> <li>4. Relay information between Contractor and management.</li> <li>5. Anticipate issues.</li> <li>6. Resolve issues efficiently and fairly.</li> </ol>
<b><i>Monitoring</i></b>	<ol style="list-style-type: none"> <li>1. Maintain <b><u>minimum qualification, key personnel and insurance documentation</u></b>.</li> <li>2. Review periodically (weekly or monthly, depending on what is most appropriate for each item): <ul style="list-style-type: none"> <li>▪ Performance for compliance with scope of work, deliverables.</li> <li>▪ Invoices for accuracy.</li> <li>▪ MBE, VSBE compliance.</li> <li>▪ Budget and schedule.</li> </ul> </li> </ol>
<b><i>Reporting</i></b>	<ol style="list-style-type: none"> <li>1. Establish Contractor's report schedule.</li> <li>2. Review reports for timeliness, completeness and accuracy; request submission/resubmission as appropriate.</li> </ol>
<b><i>Invoicing</i></b>	<ol style="list-style-type: none"> <li>1. Require submission in accordance with the schedule in the Contract.</li> <li>2. Check for required information and return immediately for deficiencies.</li> <li>3. Reduce or withhold for deliverables not received or breach of terms and conditions.</li> <li>4. Process in a timely fashion.</li> <li>5. Verify payment.</li> </ol>
<b><i>Close-out</i></b>	<ol style="list-style-type: none"> <li>1. Receive final Invoice.</li> <li>2. Conduct post contract evaluation and identify lessons learned.</li> </ol>