

2014



**COLORADO**  
 Department of Transportation  
 Division of Project Support

## Work Plan for Consistent CDOT and Consultant Construction Project Administration

The Division of Project Support developed this work plan to address concerns about the Colorado Department of Transportation's construction project administration related to consistency between CDOT Project Engineers and consultant Project Engineers. To do this, the CDOT Values: Safety, People, Integrity, Customer Service, Excellence, and Respect will apply to all CDOT Employees, consultants, and contractors.

At CDOT the Project Engineer is responsible for ensuring that the contractor uses proper methods for performing quality work safely and in compliance with the Contract requirements, he has complete responsibility for the administration and satisfactory completion of a CDOT construction contract, he is the direct representative of the Chief Engineer, and he reports to the Resident Engineer. The Project Engineer can be a CDOT employee or an employee of a consulting engineer under contract with CDOT. The Project Engineer may or may not be a Professional Engineer. The one difference between the CDOT Project Engineer and the consultant Project Engineer is the consultant Project Engineer is not authorized to increase the scope or change the contract time without prior approval of the Resident Engineer. The following goals are established to improve consistency of CDOT construction project administration.

### Goals:

- Develop a strategy to maximize the level of consistency in administering CDOT projects.
- Identify clear chain of command for communicating and resolving project issues at the lowest levels; including appropriate timeframes for responses.
- Provide a commitment to timely project completion.

### Actions and Timeframes:

In order to ensure consistency between Project Engineers across all CDOT Regions whether they are a CDOT employee or an employee of a consulting firm CDOT will:

- Along with the Transportation Engineering Training Program, continue to evaluate internal training courses related to contract administration. Over the next fiscal year 2015, the review will identify if there are an adequate number of classes offered, if the classes are relevant and up-to-date, and identify training gaps.
- Based on findings of the internal training evaluation during fiscal year 2015, develop a list of minimum qualifications and set of training required before a person can act as a Project Engineer.
- Continue to encourage CDOT and consultant Project Engineers attend CDOT's Construction Project Administration course during fiscal year 2015. The course defines the roles of each individual, i.e., Project Engineer, assistant Project Engineer, testers, and inspectors, and explains how they interact with contractor. CDOT is offering the course five times in fiscal year 2015 across the state. ACEC and the Region Program Engineers are encouraging attendance by anyone acting as a CDOT or consultant Project Engineer.
- Continue to encourage all CDOT and consultant Project Engineers to attend annual Residency Visits to ensure that Project Engineers are up-to-date on the most recent changes to manuals, guidance, specifications and standards.
- Evaluate CDOT and consultant staffing needs to address the contractor's schedule. By doing this CDOT will assign the appropriate staff to a project and ensure CDOT does not limit the Contractor's schedule.





To address a consistent and clear chain of command for each CDOT project, CDOT will:

- Develop consistent construction staffing plan for all CDOT projects. CDOT will develop the staffing plan each fiscal year.
- Use the Construction Staffing matrix to determine the staffing levels for each project.
- Have the Project team including all CDOT, contractor, and consultant staff develop as a team a Partnering charter, which identifies the project goals, an issue escalation chart, and outline key deadlines. Starting in the spring of 2015, revise the preconstruction package to include a partnering agreement, when appropriate for the project.

During the next nine months, CDOT will also:

- Review the Region Lane Closure Strategies from a statewide perspective and ensure the strategies allow the most efficient use of contract time. Efficient use of contract time means minimizing the public's impacts, balancing CDOT work hours, and balancing contractor's work times while allowing the optimal time to work.
- Revisit the Industry Relations Task Force recommendations and the QIC Construction Staffing QAR to determine which activities CDOT will continue to implement.
- Analyze the CDOT Portfolio, Cash and Program Management Phase II or the "To Be" report to determine which recommendations to implement for better construction management on CDOT projects.
- Use the Inter-Region Review and Post Construction Review processes to measure consistency. Consider increasing the number of reviews from three per year to a level that allows for a review of each Residency every four years. Require contractors, consultant, and CDOT project staff to participate in the review. Evaluate the review questions to ensure that they address contractor, consultant, and CDOT relationship and issue resolution.

#### Measurements in Fiscal Year 2015:

- The Division of Project Support will develop a plan that identifies the TETP courses required before an individual can act as a Project Engineer.
- Evaluate attendance of CDOT's Construction Project Administration course for full attendance in all five scheduled sessions.
- Each CDOT Region will develop a construction-staffing plan.
- Increase the use of Partnering on to at least 10% of all CDOT construction projects.
- Document the implemented portions of the Industry Relations Task Force.
- Conduct three Inter-Region Review and document lessons learned.
- Update Inter-Region Review questions and the rotation schedule to increase the frequency.
- Re-implement Post Construction Review.
- Update Post Construction Review questions and the rotation schedule to increase the frequency.

