

## **CONSTRUCTION MANAGEMENT**

### **CHAPTER 8**

#### **Introduction**

The Local Agency Project Manager should refer to the *CDOT Construction Manual* for more detailed information on construction management.

#### **8-1 Issue Notice to Proceed to the Contractor**

The Local Agency shall issue a Notice to Proceed to the Contractor. The Contractor may not commence work prior to receiving the Notice to Proceed. Follow the *Project Special Provisions* and the *CDOT Standard Specifications*, subsection 108.02, to ensure this notice contains the correct information. The Resident Engineer shall be copied on the notice. A sample Notice to Proceed is in Appendix B.

#### **8-2 Conduct Conferences**

##### **Preconstruction Conference**

The Local Agency shall conduct the Preconstruction Conference and should invite CDOT, usually the Project Manager/Resident Engineer. After the project has been awarded, the Local Agency must request a preconstruction packet from either the Resident Engineer or the Region EEO/Civil Rights Specialist. See Chapter 10 of this *Manual* for further explanation. Following the conference, a completed copy of the agenda and minutes should be sent to each attendee. One copy should also be sent to the FHWA for all oversight projects. The FHWA should also be invited to the conference if the project is under its oversight.

It is recommended the Local Agency require submittals be turned in at least three working days prior to the Preconstruction Conference. Submittals can then be reviewed and any deficiencies discussed at the conference. The following submittals are required from the Contractor (see Appendix A for copies of the forms):

1. Contractor's representatives per the Preconstruction Conference agenda (see Appendix B).

2. CDOT Form 205 - Permit Sublet Application. If the Contractor is subcontracting any work, this form must be submitted and approved before the subcontractor can begin work. The Contractor needs to complete a separate Form 205 for each subcontractor. If the subcontractor or supplier is a certified DBE, a CDOT Form 713 - Contractor DBE Subcontract, Supply and Service Contract Statement must be provided with the Form 205.

The Local Agency shall check each form and submit the original signed forms to the CDOT Resident Engineer who will forward them to the Region EEO/Civil Rights Specialist. The subcontractor cannot begin work until the Form 205 has been reviewed by the CDOT Region EEO/Civil Rights Specialist, approved by the Project Engineer, and the subcontract has been fully executed between the Contractor and the subcontractor.

3. List of suppliers. The list must include all material sources and suppliers. Include the item to be supplied, company name, address, telephone number, contact person, minority/non-minority status. See the *Standard Special Provision* entitled "Special Notice to Contractors."
4. Letter to the Project Manager or Local Agency stating names, trades, and approved programs to be used for required trainees on this project. This is needed if trainees are required on the project.
5. Procedure for handling EEO complaints. The procedure needs to detail who, what, when, where, and how an employee can file a complaint within the Contractor's organization.
6. Method of monitoring subcontractor EEO compliance. The Contractor needs to outline its process to monitor subcontractor compliance with all the regulations.
7. CDOT Form 465 - Nondiscrimination in Employment (Notice to Unions/Organizations). If the Form 465 is being used for recruitment, it should be addressed to the recruitment source. If the form is not being used to recruit applicants, it should be addressed to Employees/Applicants.

8. Contractor Supervisory EEO Orientation Meeting minutes and attendance roster. The Local Agency is responsible for ensuring that a meeting was conducted in the past year, all EEO issues were addressed, and the supervisor/superintendent for the project is on the list of attendees.
9. Contractor First Project EEO Meeting agenda and tentative date. This meeting must be conducted as soon as a representative workforce is on the project. After the meeting is held, the Contractor must submit the minutes and the attendance roster to the Local Agency showing that a majority of the workforce attended the meeting. Subcontractors who are not present for the initial meeting must conduct their own EEO meeting and documentation must be provided to the Local Agency of the meeting.
10. Contractor's Method of Handling Traffic. A different Method of Handling Traffic plan must be submitted for each traffic situation as detailed by the traffic control plan in the Contract. The Local Agency must review the plans and either approve or return the plans for revisions. Once the Method of Handling Traffic is approved, the Contractor, traffic control supervisor, and the Local Agency Professional Engineer must sign it.
11. Work schedule bar chart or Critical Path Method schedule, and a methods statement. The statements are required at least ten working days prior to the start of work.
12. Certificate of Insurance. The Local Agency shall obtain the Certificate of Insurance prior to the Notice to Proceed or commencement of work. The Local Agency must check the expiration date on this document to make sure that insurance coverage does not expire prior to project completion. The policy shall name the Local Agency as primary insured and CDOT as an additional insured. Should coverage expire, the Local Agency must receive a renewal certificate.
13. Concrete and asphalt mix designs.

## **Other Conferences**

One or more of the following conferences may be required depending upon the nature of the project: Presurvey, Construction Staking, Monumentation, Partnering, Structural Concrete Pre-Pour, Concrete Pavement Pre-Paving, and Hot Bituminous Pavement Pre-Paving. See the *CDOT Construction Manual* for further information and sample agendas.

### **8-3 Develop and Distribute Public Notice of Planned Construction to the Media and Local Residents**

The Local Agency should distribute a public notice announcing the project to affected parties such as adjacent property owners or businesses. This can be accomplished with a newspaper item, fliers distributed by hand, or other means of mass communication.

### **8-4 Supervise Construction**

The Local Agency shall notify the Resident Engineer prior to commencement of work.

A Professional Engineer registered in Colorado shall be “in responsible charge of construction supervision.” See the Local Agency Contract Administration Checklist.

The Local Agency shall provide competent, experienced staff that will ensure the contract work is constructed in accordance with the plans and specifications.

### **Construction Inspection and Documentation Responsibilities**

The Local Agency shall be responsible for inspecting and documenting the Contractor's work. The *CDOT Construction Manual* gives guidelines on how each item should be inspected and documented.

The Local Agency shall have written documentation to support all Contractor payments. Section 100 of the *CDOT Construction Manual* contains guidelines on how to document pay quantities. Item documentation shall include project number, item number, description, date, location, method of measurement, quantity paid, and signature of inspector.

For force account work by the Contractor, Federal funds cannot be used for equipment rental rates that exceed those in The Rental Rate Blue Book for Construction Equipment. Rates for owned or long-term leased equipment that exceed the Blue Book are not eligible for Federal participation. Actual rental rates may be reimbursed at rental rate invoice cost for that specific task. CDOT can assist with providing rental rate information.

### **Maintain Diaries**

The Local Agency should keep daily diaries of all activities on the project. Refer to Section 100 of the *CDOT Construction Manual*.

### **Time Counts**

Refer to the Contract documents for time count requirements. Most contracts require the Local Agency to furnish a weekly statement to the Contractor showing the days charged. A weekly statement may not be required on a completion date project. The CDOT Form 262 - Weekly Time Count Report (Work Days) and CDOT Form 263 - Weekly Time Count Report - Calendar Days are presented in Appendix A of this *Manual*. Refer to the Section 100 and Appendix B of the *CDOT Construction Manual* for a more thorough explanation on time counts.

### **Submit Project Schedule and Conduct Progress Meetings**

The Contractor must submit a project schedule to the Local Agency before the project begins. It is recommended that weekly progress meetings be conducted to monitor progress and plan effectively. Refer to the Contract and also Section 100 of the *CDOT Construction Manual* for more information.

### **Utility/Railroad Coordination**

Contact involved utility and railroad representatives to schedule the performance of the work as set forth in the project plans and specifications. Coordinate the work with the construction activities.

## **Monitor Construction/Civil Rights Compliance**

See Chapter 10 of this *Manual* for monitoring requirements.

### **8-5 Approve Shop Drawings**

“Shop drawing” is a general term that includes drawings, diagrams, illustrations, samples, schedules, calculations and other data that provide details of the construction of the work and details to be used for inspection. Shop drawings are submitted by the Contractor for formal review and returned for action. The Section 105 of the *Standard Specifications for Road and Bridge Construction* defines which items require shop drawings. The Local Agency will review and mark the shop drawings “Reviewed,” “Reviewed as Noted,” or “Resubmit,” as appropriate.

### **8-6 Perform Traffic Control Inspections**

All Methods of Handling Traffic shall be reviewed and approved by the Local Agency Project Engineer prior to use. The Local Agency shall verify that all traffic control is in accordance with the *Manual on Uniform Traffic Control Devices (MUTCD)* and Contract requirements. The Local Agency Project Engineer and the CDOT Project Manager/Resident Engineer shall make joint Traffic Control Reviews once each calendar year for each active construction project. See Section 630 of the *CDOT Construction Manual* for more information. A copy of the Traffic Control Review Form is included in Appendix A. The Local Agency may use this form as a reference when checking traffic control.

### **8-7 Perform Construction Surveying**

Construction survey work consists of performing surveying, related computations, and staking necessary for the construction of all elements of the project.

### **8-8 Monument Right-of-Way**

Final monumentation shall be done after the right-of-way is purchased. Right-of-way monuments shall be set at each point designated on the right-of-way plans and in

accordance with the Colorado Revised Statutes. This work shall be performed under the direct supervision of a Professional Land Surveyor, registered in the State of Colorado.

### **8-9 Prepare and Approve Interim and Final Contractor Pay Estimates**

The Local Agency Project Engineer shall certify, on each Contractor estimate or billing, that the work has been completed in reasonably close conformity with the plans and specifications.

The Local Agency is responsible for all estimate payments to the Contractor. The Local Agency shall review quantities with the Contractor, and the billing shall address required retainage or securities. Retainage or securities amount will not be less than those required by CDOT contracts.

### **8-10 Prepare and Approve Interim and Final Utility/Railroad Billings**

Verify that the work was performed as stated in the Contract and that the billing is for actual work performed. Refer to the project agreement for billing and payment arrangements.

### **8-11 Prepare Local Agency Reimbursement Requests**

The Local Agency shall send reimbursement billings to the Resident Engineer for processing, not to exceed one per month. The final bill shall be marked "**FINAL.**" The Local Agency shall bill for 100 percent of eligible costs noting the percentage of local funding share. CDOT's Resident Engineer will verify the reimbursement according to the established matching ratio per the Inter-Agency Government Agreement. If applicable, there shall be an itemized list of other miscellaneous project charges; i.e., utility relocation or construction engineering. These charges shall be substantiated by the supporting documentation.

See Appendix B for a sample Local Agency billing package.

## 8-12 Prepare and Authorize Change Orders

Change orders are needed for specification changes, design changes, changes in the scope of work, changes in the typical section, and additional work. The Local Agency must call the CDOT Project Manager/Resident Engineer to ascertain the Region requirements regarding the handling of change orders. Some Regions require contact from the Local Agency for every change order. The Local Agency may use its own form when executing a change order.

The following statement, included in the body of the change order, must be signed by a qualified representative of the Local Agency for all change orders that involve the expenditure of Local Agency funds before the work covered by the change order commences:

Should Federal funds not be available to cover these additional costs, or the FHWA decide not to participate in these costs, the Local Agency agrees to provide the required funds.

The \_\_\_\_\_  
(Name of Local Agency)

approves this Change Order No. \_\_\_\_\_ by signing below.

\_\_\_\_\_  
Signature Title Date

## 8-13 Approve All Change Orders

The CDOT Resident Engineer's pre-approval must be received prior to commencing any work if the funding entails Federal participation.

The Local Agency will submit the original change order, along with a letter of explanation addressing the reason for the change order and any budgetary implications, to the CDOT Resident Engineer for review and signature.

The CDOT Project Manager/Resident Engineer will distribute approved change orders as follows:



- Local Agency, original;
- Project Development Area Engineer (review and forward to Record Center); and
- Region Program Engineer/Region Finals Engineer.

The Local Agency shall forward a copy to the Contractor.

Refer to Section 120.7 of the *CDOT Construction Manual* for detailed information on change orders.

#### **8-14 Monitor Project Financial Status**

The Local Agency shall monitor the financial status of the project. If additional funds are needed, the Local Agency is responsible for assuring the funds are available. The Local Agency shall provide the additional funding unless Federal participation has been approved. See Chapter 3 for additional information on financial responsibility.

#### **8-15 Prepare and Submit Monthly Progress Reports**

By the first of every month, the Local Agency shall prepare and submit to the CDOT Project Manager/Resident Engineer an update for every active construction project. The update should include work progress over the past month, percent completed, time charged, and projected completion date of the project.

#### **8-16 Resolve Contractor Claims/Disputes**

The Local Agency shall follow the claims procedure contained in the Contract. CDOT will not be involved in the claims resolution process when the Local Agency lets the project for bid.

All claim settlements made shall be documented on a properly executed change order.

#### **8-17 Conduct Routine and Random Project Reviews**

CDOT will conduct routine and random project reviews to ensure the project is being administered in accordance with the terms of the Contract and the approved project specific agreement between CDOT and the Local Agency.

