

ACEC/NCDOT Transportation Delivery Subcommittee
November 5, 2020 Meeting Minutes
Conference Call

Phone:

Brandon Jones (Co-Chair)	NCDOT Division 8
Mike Lindgren (Co-Chair)	Stantec
Robert Stroup	NCDOT PSMU
Tom Payne	NCDOT PSMU
Michelle Long	NCDOT Chief Engineer's Office
Brenda Moore	NCDOT Roadway Design
Chris Werner	NCDOT Technical Services
Matthew Clarke	NCDOT Technical Services
Terry Canales	NCDOT Technical Services
Chris Peoples	Deputy Chief Engineer
Ronnie Keeter	NCDOT Eastern Deputy Chief Engineer
Louis Mitchell	NCDOT Western Deputy Chief Engineer
Greg Burns	NCDOT Division 6
Brett Abernathy	NCDOT Division 9
Jackie McSwain	NCDOT Division 12
Addison Gainey	NCDOT Division 4
Phillip Rogers	HDR
David Keiser	CDM Smith
Doug Taylor	Stewart Engineering
Keith Garry	So Deep SAM
Ed Edens	AECOM
Mike Fendrick	ATCSPLC
Paul Garrett	Vaughn Melton

Welcome and Introductions

- Brandon Jones welcomed the group to the Quarterly Transportation Delivery Subcommittee Meeting and introductions were made.

Review of the 08/06/2020 Transportation Delivery Subcommittee Meeting Minutes

- No comments were provided
- Meeting minutes were approved

Legislative Update / Chief Engineer's Comments (Chris Peoples/Chris Werner/Louis Mitchell/Ronnie Keeter)

- **Cash Balance** – Currently the cash balance is \$698M and revenues continue to outpace forecasts while expenditures are tracking below projections in most programs. This is a good combination to continue improving the cash balance. NCDOT will be taking a conservative approach for the remainder of the calendar year. We are having lettings and looking for opportunities to increase lettings.

- PE expenses are on target to meet the \$252M budget, thanks to project managers and our partners.
- NCDOT is looking at opportunities for turning on and increasing expenditures in other programs such as Right of Way, Utilities and PE but this will be a very measured strategy.
- If revenues continue to outpace projections, there will be increased opportunities in Division level programs such as Contingency and Spot Safety. Most of these programs and activities have been delayed for the past year.
- **Build NC Bonds** – NCDOT will be selling \$700M this month and the revenue will be applied to active projects. Billings can be retroactive to July 30 creating a quick \$170M influx of revenue after the sale is complete. Preparing for Build NC Year 4 and Year 5 projects and strategy as well as future GARVEE projects.
- Tim Little is retiring at the end of November and Louis Mitchell is retiring at the end of December. Thanks to both for their tremendous leadership and service to the state.

Technical Services (Chris Werner)

- PE expenditures are meeting established projections, thanks to project managers and industry partners for their cooperation and focus. We are on task to meet the \$252M PE budget. Projects have been turned on in September, October and likely in the next week.
- Questions to ask when turning on a project: what has changed, what is out of scope, what does our new schedule look like? Coordinate with the project managers for a realistic schedule based on a normal pace.
- NCDOT needs our industry partners to be diligent to provide monthly invoices. Limited NTPs have been stopped and no firm should begin work without an approved NTP.
- NCDOT is going through the process of documenting the FHWA stewardship and oversight agreement that delegates responsibilities to the department.
- Industry partners and project managers should be mindful to avoid scope creep on projects unless absolutely required.
- We are creating a utilities workgroup with DOT and industry partners to identify issues and develop solutions to improve this area of project delivery. Also, we have pushed out a Dig Once policy that will alert utility owners when we will be digging and allow for joint use of the trenches.
- Utilities Accommodations manual is going through FHWA review and should be ready to distribute soon.
- Environmental Policy/Environmental Analysis units are now on a joint website and should assist in locating our documents.
- NCDOT Hydraulics Unit has put a lot of work into natural disaster planning and resiliency ideas that will aid long range planning, project development, construction and maintenance.
- Photogrammetry/Locations and Survey units are pushing drone technology. Users for mapping need to understand the federal and NCBELS requirements. Unit website has more information. [Photogrammetry \(ncdot.gov\)](https://www.ncdot.gov/Photogrammetry)
- NCDOT has many staffing challenges with 20% eligible retirements in the next five years in Technical Services alone. Pushing critical positions to fill to make sure we can provide needed services; this is the case department wide.
- Integrated Project Delivery is up and running on a limited capacity. PDN was rolled out in October and still working on perfecting the system. Please take the time to learn the system and provide feedback. Version 2 is scheduled to come out in June 2021 and will include enhancements, additions, and incorporate the roadway design manual (in development). The

Project Management Guide is currently being developed, which is a companion document to the PDN.

- Integrated Project Delivery link: [Integrated Project Delivery \(ncdot.gov\)](https://www.ncdot.gov/Integrated-Project-Delivery). Includes PDN links where there is an 18-minute video on how to use PDN.
- There is a PDN support phone number (919) 424-0479 and comment form ([NCDOT PDN Comment Submission Form](#)) to assist with feedback.
- It is the intention of NCDOT to turn on projects with lettings in FY '22/'23 later in November or in December. The next step will be addressing FY '24/'25 lettings and hopefully turn on these projects in early 2021.
- CEI Contracts were sent out for execution this week.

Consultant Rate Schedule (Michelle Long)

- Continuing to operate the system, please raise any questions to Robert Stroup, Michelle Long or Lonnetta Raynor.

Professional Services Management (Michelle Long/Robert Stroup)

- Western Division Planning, Design, GESC Contracts to be advertised on February 15, 2021. Any questions or feedback please contact Terry Canales, Robert Stroup or Michelle Long.

Updates per the website:

- Environmental Analysis Unit Services LSC advertised on December 15, 2020 with submittal deadline of January 28, 2021.
- Design-Build On-Call GESC LSC advertised on December 15, 2020 with submittal deadline of January 21, 2021.
- General Transportation Planning Division Services On-Call LSC advertised on December 15, 2020 with submittal deadline of January 12, 2021.
- Please continue to view the website as the master schedule is up to date.

Pay Items and Quantities (Terry Canales)

- Link: [Precon Announcements - Pay Items & Quantities webinar recording... \(ncdot.gov\)](#)
- As the letting tool transitions from Trns*port (PES/LAS) to the new AASHTOWare Project (AWP) Preconstruction module, the way to specify pay items and quantities will transition from SAPW to the new PIQ tool. There will be a period of using both and then a transition. We expect central projects letting in Feb 2021 and beyond and divisions projects letting in Mar 2021 and beyond to use this tool; ask your Project Manager to be sure of which tools should be used.

Consultant Evaluation Process (Brenda Moore)

- The policy has been submitted to the Chief's office for review. IT and Attorney General offices are also finalizing their review. The next step is final approval and develop a communication plan to the industry for distribution and implementation.

Roadway Design Topics (Brenda Moore)

Open Roads

- Jeff Garland presented at the ACEC conference. See ORD link below.
- Continuing pilot work this year including development of documentation and training and support of firms learning the system. Additional training with goal of full implementation in 2021.
- Below is a link to the website.

ORD Link: <https://connect.ncdot.gov/resources/CADD/Pages/OpenRoadsDesigner.aspx>

Roadway Design Manual Update

- NCDOT internal staff is working on Part 2 but overall work of manual is on-hold due to funding.
- NCDOT Staff developing training modules focused on common errors on title sheets and typical sections, design criteria, design exceptions and cost estimates.
- Training modules should be implemented in the next several weeks through live webinars and recorded sessions.

Integrated Project Delivery

- Focus group developing documentation for construction revisions and add to post letting section of IPD.
- Focus on streamlining documentation required by firms. An excel spreadsheet has been developed to assist firms.
- FHWA presented an excel worksheet involving Interstate Design Criteria to the Roadway Design Unit. Roadway Design staff has modified to share with firms, so expectations are consistent. The goal is to be able to utilize on any type of facility.
- Lighting Policy has generated further discussion of lighting needs in non-C/A areas including roundabouts and pedestrian/bicyclists needs and rural intersections. A workgroup has been formed to develop a plan so lighting needs will be known at the project initiation stage.

Hearing Maps

- Roadway Design website has updated guidance. This includes a change in the legend requirements.

Roadway Design Link: [Roadway Design Project Resources \(ncdot.gov\)](#)

Chris Werner thanks Brenda Moore for her leadership and expertise. Brenda is retiring Jan. 1st

Division Comments and Open Discussion

- None

Industry Comments and Open Discussion

- Mike Lindgren asked about the plan for ORD implementation and Feasibility Study Contracts turning back on. Chris Werner stated there is hope to turn on ORD pilot projects soon to get a better timeline for transition to ORD. Chris has been working with Derrick Lewis on prioritizing Express Designs. Some have already been turned on and more will be turned on soon. These designs are important to the department.
- Chris Werner stated that there are other programs being turned on such as the SPOT scoring effort and peak ADT work.
- Keith Garry asked if the division project managers decides which projects will follow IPD or traditional method. Chris Werner stated the project managers should work with industry to review the phase of the project and to make the best decision to transition into PDN in the appropriate stage. Project managers are being urged to transition each project as soon as possible but it is required by March 31, 2021. Consultants should familiarize themselves with the PDN and the transition document to assist in conversations with the PMs. The Transition plan document can be found at the IPD/PDN link listed above.
- David Keiser asked is there a way to compare actual cost of a project to the express design that was done? Chris Werner stated the project scoping reports have really evolved over the past three years and moving forward the STIP cost should be built on the express designs. The express designs coordinate efforts between the local governments, local planning organizations and the divisions to determine the true need of the project. Project Atlas data will be an important tool to provide feedback on the viability of the initial project scope and better establish the vision and cost estimate. This information will then feed into project document type, STIP schedule and cost, and reduce scope creep during project development.
- Paul Garrett asked for when new unassigned projects may be assigned. Chris Werner stated that a few years back that PE was started for nearly the entire STIP. We do not expect many new projects being assigned until we can work through the backlog of projects. This will not likely take place until we go through the next STIP cycle.
Link to STIP Development Timeline: [NCDOT: 2023-2032 STIP Development](#)
- Mike Fendrick asked is there a process or policy to update consultant rates since projects were stopped. Chris Werner stated when a project is reinitiated project managers need to review what has changed, what needs to be refreshed, and what the new schedule need to be. Changes could be reflected in scope adjustments and whether a contract is lump sum or cost plus. If the contract is cost-plus, current rates should be used. Lump sum projects are based on the total scope and unless there is a change in that scope there should not be a change in the cost. We can look at this on a case by case basis.
- Mike Fendrick asked if the department will continue with the cost-plus option. Chris Werner stated that cost plus has its purpose when a clear direction is not known. He stated cost plus has been underutilized in the past especially during the project development phase. Cost plus can allow us to absorb changes easier than a lump sum contract. We should not use lump sum contracts because they are easy to process invoices. A good idea is to have a cost-plus contract in addition to a lump sum contract to handle any work that may come up outside the scope.
- Doug Taylor asked about projects that are over one year and if there is an option to update rates on the restart. Doug stated contracts prior to CRS has verbiage that rates can be updated for delays over one year. Robert Stroup stated there was language to allow update in rates after the first year of the contract for use in the contract but that was replaced by CRS. Chris Werner stated CRS should address this issue, with firms updating their rates annually.
- David Keiser asked about DOT's need for embedding consultants due to turnover. Chris Werner stated we would look at embedding in certain positions. There are critical leadership positions

that should not be embedded. Chris mentioned that DOT has brought back some embedded employees.

- Keith Garry asks for anticipated time for implementation of the new Utility Accommodations Manual (UAM) and a timeline for the utility workgroup. Chris Werner expects the UAM to be available in the next month or so. Chris discussed a committee where NCDOT is working together with AGC on utility relocation issues. He noted this committee would be incorporated into the IPD Utilities Team that is being developed. The IPD team will drill into DOT processes and inner functions of the Utilities unit as well as investigating best practices within other DOTs. NCDOT desires to expedite this effort.
- Mike Fendrick asked when first set of consultant evaluations would be conducted. Brenda Moore stated there is piloting taking place in some divisions with hope to implement in the first quarter of 2021.
- Doug Taylor asked about the level of use of consultants for plan reviews. Chris Werner stated he would rely on the project manager to determine what resources are needed to move forward with each project. This will be case by case based on the restarts and phase of the project. Chris further stated that work that was previously assigned to a firm would not be taken away and done in-house.

Next Meeting

- Thursday, February 4th, 2021 at 1:30pm