

## **ACEC/NCDOT Project Delivery Subcommittee**

November 4, 2021 Meeting Minutes  
Teams Meeting (Virtual & in person)

### Phone:

Brandon Jones (Co-Chair)	NCDOT Division 5
Paul Garrett (Co-Chair)	Vaughn & Melton
Joey Hopkins	NCDOT Chief Engineer's Office
Greg Burns	NCDOT Chief Engineer's Office
Chris Werner	NCDOT Technical Services
Terry Canales	NCDOT Technical Services
Michelle Long	NCDOT Chief Engineer's Office
Robert Stroup	NCDOT PSMU
Tom Payne	NCDOT PSMU
Tatia White	NCDOT Roadway Design
Matthew Jones	NCDOT Division 9
Jackie McSwain	NCDOT Division 12
Bill Kincannon	NCDOT Division 3
Norwood Gainey	NCDOT Division 4
Keith Garry	So Deep   SAM
Mike Fendrick	ATCS PLC
Charlie Flowe	KCI
Roberto Canales	LJB
Jerry Page	Gannett Fleming
Tim Goins	VHB
Doug Taylor	Stewart Engineering
Ed Edens	AECOM

### **Welcome and Introductions**

- Brandon Jones welcomed the group to the Quarterly Project Delivery Subcommittee Meeting and introductions were made. Brandon, Greg, Paul, Keith, and Ed attended in person and everyone else was virtual.

### **Approval of Last Meeting Minutes**

- Paul Garrett asked if anyone had any objections or comments on the last subcommittee meeting minutes dated September 2, 2021. No comments or objections were received, and the minutes were approved.

### **Chief Engineer's Office (Greg Burns & Joey Hopkins)**

- The cash balance is still around \$2 billion, but there is \$6+ billion in commitments.
- Challenges to partners with work force and supply chain issues, etc.
- Awaiting passage of budget, anticipated in a couple of weeks

- PE assigned through 2027 and Div Lets through 2025.
- PE for bridges turned on through 2026
- All of 2022-2023 'hold' projects restarted and 70% of 2024 restarted.
- 25% of 2025-2026 projects restarted with the rest by end of year.
- The Department is focusing on distribution of work to qualified firms via LSCs. The department is also working to track prime and subconsultant utilization (via purchase orders or NTPs) versus what was included in proposals reviewed by NCDOT during the contract selection process.
- Federal Infrastructure:
  - Additional \$1.5B in transportation funding over 5 years & \$456M for bridges (\$300M/yr. for transportation, \$91M/yr. for Bridges). Too early to determine impact on STIP, but expected to be in the \$1 billion to \$3 billion range over the 10-year life of the STIP.
  - Department will continue to strategize for grant opportunities as more information comes out regarding the IIJA.
- STI workgroup continues effort to define a process to have a fiscally constrained 2024-2033 STIP which is the next one planned. Right now, we are in the 2020 – 2029 STIP.
- Board discussions on inflation amount to use for that STIP. Presently, we use 1% compounded annually and constant for 6-10 years
- For next STIP, Board assumed 3% compounded 5 years and constant 6-10
- Now we withhold \$900M, which would increase to \$2.7B @ 3% to account for future inflation.
- Considering forecast estimates & undated inflation on committed projects the majority of the 22 funding buckets are overprogrammed in the 2024-2033 STIP. 22 buckets equal one statewide bucket, 7 regional buckets and 14 division buckets.
- Workgroup recommended to pause or stop P6.0 and the Board did concur due to the amount we are overprogrammed. Any new projects submitted in 6.0 are in a holding pattern right now.
- We have to figure out how to make the new STIP balanced, as we are currently \$11B overprogrammed (50%)
- 1,000 estimates on 459 projects are complete, division reviewing and right sizing
- \$11B was current committed projects and did not include uncommitted projects. Committed could become non-committed and, also non-funded.
- Infrastructure bill is not counted in revenue forecast since bill has not passed yet.
- Infrastructure bill will not fix but will assist in addressing the overprogramming problem. (\$1-3B impact over the 10-year program puts dent in \$11B overprogramming)
- Will have to work and score committed projects against each other? 2 processes are being considered for programming the STIP.
- 1<sup>st</sup> process
  - Using a page out of STI law book when it was passed back in 2013: 2 years of projects that were Transition projects or Grandfathered Projects back then. Following that model with a term called "Delivery Projects".
  - Delivery projects are projects currently scheduled for 24, 25 or 26 or RW started or Grants on them and those would be foundation to STIP starting out. Then fill in with P3, then P4 and then P5 until you run out of money in each bucket. This method has not been approved.
- 2<sup>nd</sup> option process
  - Fill STIP using P3, 4 and 5 as mentioned above but leave some flexibility for other projects to be swamped out. Still a work in progress. No path has been finalized at this

point. DOT has to make sure we can justify why a project could be switched and that everything is transparent, etc.

- Doug Taylor asked if 459 projects included value assessments or just estimate. Joey – some had assessments and some are still being assessed. There may be some work from divisions in the value assessment area still not complete. Goal is to be finished by the end of the year. We are in phase IV of value assessments and they are in review by divisions.

## Technical Services updates (Chris Werner)

- Value Assessments – need industry partners to assist NCDOT reducing project costs now and with future designs as a standard practice; more focus on identifying wants vs. needs of projects; also need industry partners to assist in designing projects to fulfill purpose and need while ensuring safety.
- The Spend plan is right on track thru 1<sup>st</sup> Quarter. Please continue to assist NCDOT by providing as accurate projections as possible.
- DOT has placed a focus on prompt payment of invoices according to our contract on 30-day payout; industry partner submittals of monthly invoices is essential.
  - NCDOT will allow firms to use best judgment in submitting small invoices (e.g., where the level of effort to process the invoice (internal and external time) is greater than the value of the invoice); however, if a small invoice includes subconsultant payment, the invoice should be submitted monthly according to the contract with no exceptions.
- New invoice templates will be sent out with some guidance on CEI, Lump Sum, and Cost Plus. The invoices should help consistency with prompt payments.
  - (These were sent out after the meeting but may need some tweaks based upon industry partner input)
- DOT is working on standard scopes of work so PEFs don't have to reinvent the wheel on each project.
  - Will have some flexibility to deviate as needed.
  - Probably a copy and paste deal at first until the document is more sophisticated where you can click boxes that match up to the Project Delivery Network.
- Realistic schedules are expected as project schedules directly feed into NCDOT's cash model
  - Don't want hypothetical what-ifs; we should be doing our best to foresee the project needs. Adjustments can be made when needed if something unforeseen arises.
  - Industry partners should develop and maintain MS project schedules with NCDOT input and approval.
  - DOT now has two new training documents: How to build MS Projects and how a Project Manager should use the MS Project schedule to drive a project. Schedules should not be too complicated; templates have been developed showing what NCDOT requires of MS Project schedules. Additions beyond what is in the template are not required by NCDOT but can be included with PM approval.
  - Schedule should stick to the Basics – tasks, duration, start/finish, predecessor/successor, and percent complete, keep it simple. Anything beyond that is not needed by DOT although PEFs may want to monitor more on their side at their cost to develop and maintain. Along these lines, PDN rolled out over a year ago with multiple iterations and enhancements since then.

- DOT's next building block is rolling out the Project Management Guide. This will be rolled out in next couple of weeks. Won't be 100% perfect but will be revise over time, similar to PDN. Should help private industry know what DOT expects out of Project Management.
  - Plans for 2<sup>nd</sup> version for this guide will have more advanced guidance. Will be included in the appendix, more sophisticated stuff.
- The Quality Management Manual will go through FHWA than Chief's Office and Division engineers prior to rollout. Industry partners will utilize the standard scopes of work, checklists, state and federal guidance to complete quality control on all work projects prior to submittal to NCDOT. NCDOT Staff will focus on quality assurance: review documentation that QC effort was completed prior to submittal; then will allow NCDOT staff to be freed up to focus on more fatal flaw reviews and big picture items at DOT.
- Reminder on Pre-Construction Workshop being held Jan 25-26 – increased registration slots made available.
  - Outreach event with SPSF's is being held before the Preconstruction Workshop which requires separate registration. SPSF firms will need to register for both if they desire to attend both.
- Comments on Kitchen sink estimate – Derrick Weaver's group is trying to align the estimate form with PDN – stay tuned.

## Roadway Design (Tatia White)

- Tatia gave a good presentation on the Roadway Design Manual Update. She said it could be made available for others to watch.
- Involved coordination and reviews by 171 people in 10 units.
- Major effort to match 2018 AASHTO Greenbook (sets new framework for design process) Focuses on Purpose and Need to guide the project.
  - Redefined Definitions of Types of Projects: New Location (not much change), Reconstruction (basic roadway type that changed – does work change performance of facility), Construction of Existing Roads (biggest change, focuses existing alignment but are we focusing on achieving greater operational capacity or fixing a safety concern) 3R projects that repair the existing infrastructure are under this umbrella. We also have projects that are not 3R but fix traffic operations or fixing crash patterns using high safety manual.
  - Shift to move toward performance based practical design. Preliminary guidance until next Greenbook with more guidance. Next Greenbook will have three chapters of information in this area.
- 5 new context classifications to help with purpose and need.
- Manual considers engineering judgement to help drive projects.
- Design for all modes of Transportation – coordination with Integrated Mobility Division (VHB) – bike guide, pedestrian info, Complete Streets.
- Policy and Procedures: Memos being incorporated into manual
  - Design Exception Procedure Guidelines has been updated. Training may be coming.
  - Sub-regional Tier Guidance for bridge replacement projects incorporated
- Significant Changes to the old RDM:
  - Part I Chapter 6 Roadside Barriers – based on 2011 AASHTO Roadside Design Guide had some inconsistency.

- Part II Chapter 5 Estimates and Computations – More detailed guidance than what was found in the legacy RDM
- Part II Chapter 6 Roadway Lighting & Electrical – New content to reflect current practices.
- Keeping the manual up to date:
  - Evaluate recent policies Semi-Annually
  - Can update and make corrections quickly
- Future Exploration:
  - Mitigations for Hydroplaning
  - RRR Guidance – NCHRP 876 transformed guidance away from tables of values and more of performance-based approach or cost-benefit approach.
  - Updated Guardrail/Barrier Standards
  - CLEAR and Post Construction Assessment Recommendations are evaluated for inclusion of the RDM.
- There is a Contact Form on-line for better tracking of comments received, etc.
- 3R guidance will be next major push
- ORD – still pushing through. Version 10.10 is out and helping with hydraulic concerns
- Training Material is out – word doc with links.

### **Consultant Rate Schedule (Michelle Long)**

- In December, DOT will start contacting PEFs to see if they want a 2<sup>nd</sup> person from the firms to have access to CRS. Please don't request a 2<sup>nd</sup> person, wait for DOT to contact you.

### **Professional Services Management (Robert Stroup)**

- Master schedule us up to date.
- Next big Ad is Eastern On-call in Feb or Mar, similar to Western On-call
- Monthly consultant utilization only shows current rate, but you can click archives for more data.
- CEI – 4 big projects for Advertisement posted for next year.

### **Division Comments and Open Discussion**

- Keith Garry asked if divisions were seeing in problems PEFs or issues with work coming back online. No issues or problems were identified.
- Complete Street Guidance maybe next February.
- Chris said they are re-assessing topics at Workshop in January – if the industry has ideas, please let them know.
- Tim Goins asked if the Department was committed to send employees to the conference and the word was yes. List not finalized but indications are decent representation from NCDOT.

### **Next Meeting**

- February 2022 after Transportation Conferences (TBD)