

Background: 31 total participants: 12 Consultants; 19 ODOT. Results have been categorized and grouped by specific, related issues. All responses are verbatim.

Issue	Description	Recommended Assignment	Notes	Steering Committee Action/Comments
Local Program	<ul style="list-style-type: none"> Local Agency program not getting the attention it needs. (Consultant) 	ACEC/ODOT PDMS Committee	PDMS provide more definition. Based on that, an ad-hoc team might be needed to inform ODOT conversation.	
Project Schedules	<ul style="list-style-type: none"> MS Project scheduling templates - ODOT provide consultants templates and consultants schedule projects based on templates. (ODOT) 	ACEC/ODOT PDMS Committee	Coordinate with ODOT MSPOT Team. Better schedule coordination is needed – ODOT provide milestones; communicate adjustments based on critical path. Update contract language to major milestones (vs. "52 days past NTP....", for example)	
Project/ Program Management	<ul style="list-style-type: none"> Performance evaluations (for firms and agency). (ODOT) 	ACEC/ODOT PDMS Committee	Partially complete. Still need 360 review process and integration of OBDP evaluation into new ODOT Consultant Eval process.	
Competition	<ul style="list-style-type: none"> Working with ODOT to continue page limits on proposals, limit selections to number of firms that would reasonably get work (rather than long lists) and minimize labor costs (state and private) in selection process of highest quality services. (Consultant) Selection process for A&E work - provide opportunities to broader field of qualified firms. (Consultant) Modified selection process for small contracts, to allow smaller firms a chance at this work. (ODOT) Lack of competition. (ODOT) Round Robin for rostered firms - balance overall program dollars among firms within reasonable variances. Change the "formula" to provide equal opportunities for qualified firms that may not have recent (or previous) ODOT project experience. Outsource 70% of all A&E work for ODOT administered programs. (Consultant) Streamlining award of projects to consultants that are selected 	ACEC/ODOT Procurement Committee	Review - do we already have good competition? If yes, communication strategy needed. If no, recommend ways to foster more competition.	

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	for on-call contracts. (Consultant) <ul style="list-style-type: none"> ▪ Same few consultants getting almost all the work. (ODOT) ▪ Amend legislation to allow PE contractors to compete by price as construction contractors do. (ODOT) ▪ Local program - Same few consultants getting almost all the work. (ODOT) 			
Length of Time For Contract Execution	<ul style="list-style-type: none"> ▪ The long lead time to get a contract executed can play havoc with schedules which can be even worse when primes elect not to inform ODOT of the delay in milestones and subs have to absorb the cost of catching up. (Consultant) ▪ Shortening timeframes for work order contract/amendments processing. (Consultant) ▪ Get more support in contracts or streamline review process. (ODOT) ▪ Shortening the procurement time between RFP to NTP. (Consultant) ▪ Research what other states are doing to find the best possible contracting process. Manage the DOJ so that their contract review isn't such a hurdle. (Consultant) ▪ Streamlining contract execution. (Consultant) ▪ Speed of contracting process. (ODOT) ▪ Long lead time for contract execution. (Consultant) ▪ Long lead time to contract execution. (Consultant) 	ACEC/ODOT Procurement Committee	Critical issue to address	
Selection Process	<ul style="list-style-type: none"> ▪ Review the value of the two tiered system in light of consultant teams on the selected list. May be simpler to do a justified selection rather than a "second proposal" which can become costly over time. (Consultant) ▪ Two tiered selection process (Consultant) ▪ Two tiered selection (Consultant) ▪ Process is proving to be more costly than anticipated (Consultant) ▪ Look at alternative selection processes already in use (Consultant) ▪ Local program - Upcoming submittals: Break out the consultant selection into two separate categories: 1) Projects with Roadways as a major component There are many talented Roadway firms that do not have bridge design in-house. On a 	ACEC/ODOT Procurement Committee	Review 2-tier process to validate or modify	

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	<p>project that has a simple bridge, but the majority of the project relates to roadway, public involvement, right of way, environmental permitting, etc. the expertise in roadway and other elements should be selected....not just a firm that does structures....but throws in roadway as an add on. 2) Projects with Structures as a major component - These would be bridge only type projects. (Consultant)</p>			
Consultant Certification	<ul style="list-style-type: none"> ▪ Certification of consultants for various levels of complexity in design projects: Set up a joint ODOT-ACEC group to study whether it would benefit the state or the consulting industry to ODOT to identify levels of expertise to pre-qualify consultants to do work. Possible levels might include 1. Complex interchanges, 2. Urban divided highways, 3. Rural undivided highways, or for Bridge it might include, 1. Cable supported or spans longer than 400 feet, 2. Major river crossings, 3. Highway overpasses, 4. Rural stream crossings. the group might also look at pre-qualification of State engineers to review or manage the same levels of complex work. In this way, project development activities might move along more smoothly with the same level of experience and qualifications by the consultant and the state contract manager. (ODOT) ▪ certification for consultants, for work on Federal-aid projects. (ODOT) 	ACEC/ODOT Steering Committee	<p>No action – just response: 2-tier selection process works for this now. Staff changes and lag time over life of certification period prohibit “certification” from being effective. Contracting process already considered a barrier – adding certification process would add another barrier layer. Alternative contracting options available for high risk/very specialized areas</p>	
Cost Issues	<ul style="list-style-type: none"> ▪ Containing consultant PE charges, especially on small local agency projects. (ODOT) ▪ Cost of work done by consultants. (ODOT) ▪ Hire more ODOT staff so we're not at the whim of consultant price demands. (ODOT) 	ACEC/ODOT Steering Committee	<p>Political/legislative discussion – salary caps; pay equality issues in light of state budget issues, etc. Also relates to prior topics regarding internal ODOT education on use of private sector.</p>	
Misc.	<ul style="list-style-type: none"> ▪ Discemination of information from the Steering committee to the liaison committee. Steering committee issues tracking chart should be made available to the public. Also, there should be a better presentation of what the Steering Committee is doing when this agenda item comes up at the Liaison committee meeting. (Consultant) 	ACEC/ODOT Steering Committee	Currently working on this.	

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Transportation Funding	<ul style="list-style-type: none"> ▪ ACEC assistance with legislative approvals. (Consultant) ▪ Stable transportation funding; what will happen this legislative session? (Consultant) ▪ how will both groups work together if a stimulus package comes through: have conversations before the program is approved to do some contingency planning. (ODOT) ▪ Maintaining healthy A&E community through economic downturn - levels of outsourced work. (Consultant) 	ACEC/ODOT Steering Committee	Topic of discussion for Steering Team. Open communications.	
Technical	<ul style="list-style-type: none"> ▪ Temporary Structures: Better guidelines for review of submittals for Temporary Structures. There is a reluctance by Consultants to reject other Designers work. (ODOT) 	ACEC/ODOT Technology Transfer Committee	Flush out the issue then work with ACEC/ODOT Training Team to develop brown bags or Annual conference topics or ??? Look at how to keep the technical conversations fresh.	
Technical	<ul style="list-style-type: none"> ▪ Electronic approval signatures: there is a current initiative to develop electronic signature for professional seals. What would be nice is to expand this to all signatures so that submittal approvals can be gathered quickly. (ODOT) 	ACEC/ODOT Technology Transfer Committee	Flush out the issue then work with ACEC/ODOT Training Team to develop brown bags or Annual conference topics or ??? Look at how to keep the technical conversations fresh.	
Construction Management Issues	<ul style="list-style-type: none"> ▪ Knowledge of their authority with regards to construction and shutting down the work if needed. (ODOT) 	ACEC/ODOT Training Committee	Training workshop or brown bag session	
Technical	<ul style="list-style-type: none"> ▪ Pavement Design (Full Rebuild vs Overlay or Grind Inlay): Overlays or Grind Inlays should be the preferred option. Too often the Designer goes w/ a full reconstruct because it is easier to design. However it is also much more difficult to construct while maintaining mobility. (ODOT) 	ACEC/ODOT Training Committee	Brown bag sessions.	
Technical	<ul style="list-style-type: none"> ▪ Staging: is not always well thought out or complete. Make sure the Construction PM is involved in Staging discussions. (ODOT) 	ACEC/ODOT Training Committee	Brown bag sessions.	

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Technical Guidance	<ul style="list-style-type: none"> Consistent design standards and office practices: a couple of years ago (during the days of the Alternative Delivery Unit) there was an effort to capture, consolidate, distribute, and train consultants in our design standards and it appeared to be working to create a consistent "look" of outsource on internally developed plans. Specifications and design standards have continued to evolve but the distribution and training went away. (ODOT) 	ACEC/ODOT Training Committee	Brown bag sessions and/or annual conference topic(s)	
Local Program	<ul style="list-style-type: none"> Local agency should be a separate division like in WSDOT. (ODOT) 	NONE	Political discussion outside of this pervue.	
Misc.	<ul style="list-style-type: none"> Looking forward to ACEC/ODOT Conference coming up in April (ODOT) I am a new member and will hold off judgement on the issues that are currently ripe for change. (Consultant) 	NONE		
Project/Program Management	<ul style="list-style-type: none"> Improving communications between ODOT and consultant PM's. (Consultant) 	NONE	Agree – good idea.	
QA/QC	<ul style="list-style-type: none"> Eliminate the RAS position - waste of time (ODOT) 	NONE	Role is essential to ensure we meet federal requirements and standards.	
Project/Program Management General	<ul style="list-style-type: none"> Concept Design to Budget is an issue. (Consultant) 	NONE - COMPLETE	Have already had this conversation.	
Local Program	<ul style="list-style-type: none"> Certifying Local Agencies to Bid and Award FHWA contracts. (ODOT) Certifying Local Agencies to hire their Consultants (most States require this). (ODOT) 	NONE – COMPLETE	ODOT already doing this.	
Project Schedules	<ul style="list-style-type: none"> Use of MS Project templates for planning. (ODOT) 	NONE – COMPLETE	Already in progress within ODOT	

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QA/QC	<ul style="list-style-type: none"> ▪ Compatibility of consultant work with ODOT design work. It would probably be a good idea to have some kind of independent study done on how well the work done by consultants reflects the needs of the regions, and if there are discrepancies between how the work is done in different regions. Also might be good to do a study to identify if there are some types of work that is more effective for consultants to do than others. After a study is completed it should be presented to all of the different ODOT leadership teams. It is probably a really important time for a study like this to be done on how effective consultant work really is. Everyone is kind of in crisis mode right now, and it would be good to have some definitive answers. A lot of consultant work was out sourced without much evaluation of its cost effectiveness. Many people thought it wasn't cost effective but was a necessity at the time. Then everyone heard that there were audits that identified that the consultants were more expensive, but no one has really heard what a proposed solution to the problem is. (ODOT) 	NONE – COMPLETE	Need better communication internally.	
Improved understanding of ODOT expectations of consultants	<ul style="list-style-type: none"> ▪ It is sometimes very confusing when the directions in an ODOT manual is followed only to find on submittal that there are other requirements in other manuals that also need to be followed. A simple, or perhaps not so simple, flowchart would be helpful especially for smaller subs or "new" consultants to ODOT. (Consultant) ▪ lack of consistency between regions/OPO as to what is needed from a consultant. (ODOT) ▪ Flowchart of requirements for project deliverables and tasks. (Consultant) ▪ Improved understanding of ODOT expectations of consultants. (Consultant) 	NONE - COMPLETE.	Was worked by ACEC/ODOT PDMS then transferred to ODOT internal to be finished by PDLT - Design Criteria Checklist implemented and Design Acceptance guidance to be rolled out in July. Continue to monitor consistency issues through PDLT.	
Environmental	<ul style="list-style-type: none"> ▪ Conflict of Interest Concerns: Clear up the misunderstandings about engineering firms that work on EA/EIS are not in a conflict of interest situation for the later design effort. This issue is causing a number of problems for both ODOT staff and consulting engineers. (Consultant) ▪ Potential conflict of interest when NEPA and design phases are done by the same firm. (ODOT) 	ODOT INTERNAL – Major Projects Branch	Tom Lauer working with DOJ and OPO. Will communicate with Steering and Liaison Teams.	

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Contracting Communication	<ul style="list-style-type: none"> ▪ Being open (ODOT) with ACEC members in advance of contract changes and working as a partner to vet issues before they become problems in contracting - particularly being a partner in how our businesses are very different and rules/forms/terms need to be worked through together to get to better solutions before implementation. (Consultant) 	ODOT INTERNAL - OPO	Should be standing item for ACEC/ODOT Liaison and Steering Committee Meetings	
Negotiations	<ul style="list-style-type: none"> ▪ There are still a number of contracting issues that need to be resolved, especially now that a new contracts manager has been hired and with the upcoming federal stimulus package effort. Specifically, mark up on sub-consultants by prime firms, approved overhead rates, approved salary rates, etc. There seems to be a breakdown in communication within ODOT where audited rates never are shared with the contracts group. Prime firms do not know what the sub consultant overhead rates are nor do they have access to the ODOT data base. (Consultant) ▪ Profit/fee: let's get the next generation worksheet in use ASAP. The current one has some major issues. Plus there is very uneven application of the profit/fee negotiation process within ODOT. (Consultant) ▪ Profit/Fee calculation and negotiation. (Consultant) ▪ Negotiations for both Scope and Budget. (Consultant) ▪ Require project budgets to include costs for consultant/ODOT PM coordination. (Consultant) 	ODOT INTERNAL – OPO (Michelle Remmy)	Being worked now; training matrix pending to deliver joint training; utilize ACEC/ODOT Training Team to execute	
Improved understanding of ODOT expectations of consultants	<ul style="list-style-type: none"> ▪ Provide a forum (anonymous ?) for ODOT Project managers to share case histories of poor consultant performance. Provide specific examples of how consultants did not meet ODOT expectations. (ODOT) 	ODOT INTERNAL - PDLT	Continue to foster conversations on both sides in order to continuously improve processes. Educate & train. Formalize partnership program (leadership/ commitment)	
Construction Management Issues	<ul style="list-style-type: none"> ▪ There are a number of issues, but the primary one is clearly define what ODOT expects from consulting firms for construction management. Each Region and each Area Manager have a different expectation. This is an area that needs a clear process defined so everyone is speaking from the same process and direction. (Consultant) ▪ Project inspection/oversight (CE services): I have had 2 	ODOT INTERNAL – PDLT	Internal audit currently in progress.	

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	<p>projects in the last 3 years that have used consultant CE services for inspection/oversight. In each case, we have had numerous problems. Although I believe the consultant community does an excellent job on the PE side of the house, I don't know if they are properly positioned for the best CE services. I think there needs to be clearer inspection expectations given to consultants so they can be sure to at least address the core issues that ODOT personnel look at when doing CE work. (ODOT)</p> <ul style="list-style-type: none"> ▪ Quality or knowledge of inspecting construction projects: Have an open discussion about the issues with the consultant industry. We need to make sure we share ODOT's expectations for construction inspection, enforcement and consultants authority. (ODOT) 			
Part 5 Prospectus	<ul style="list-style-type: none"> ▪ Develop template language to add work task for consultant to complete Part 5 Prospectus for Planning Projects. Would like to see Part 5 Prospectus included in PDWP to make it more accessible to project delivery teams. (ODOT) ▪ Addressing Part 5 Prospectus questions as part of work program. (ODOT) 	ODOT INTERNAL – PDLT	Need to flush this out more – see if Part 5 being used consistently internally; determine if ODOT actually hiring consultants to do this work in Planning phase and if ODOT should be hiring consultants to do this; understand expectations (i.e. filling out Part 5 form or actually developing the commitments). Make a WOC deliverable if determine to have consultants do this work.	
Project/ Program Management	<ul style="list-style-type: none"> ▪ Percentage of ODOT work done by consultants. (ODOT) 	ODOT INTERNAL – PDLT	Better educate & communicate within ODOT as to value of private sector/use of consultants.	
Improvement of Contracting Processes	<ul style="list-style-type: none"> ▪ Standard verbiage to ease "scope of work" generation; Template generation of contracts. (ODOT) 	ODOT INTERNAL – PMT	Currently being worked by ODOT staff	
Local Program	<ul style="list-style-type: none"> ▪ Local Agency Liasion not getting internal support. (Consultant) 	ODOT INTERNAL – Technical Services	Need more technical support/QA on program.	

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ODOT's Website	<ul style="list-style-type: none"> ▪ The Consultant portal is a step in the right direction. As an ODOT Project Manager I start there when I'm looking for information. However, much of the website is organized around our organizational structure (silos) and you need to be familiar with the individual silo and it's terminology to find information. I would like to see an website organization (or improved search function) that follows the project delivery process. Care should be taken in naming forms, processes, manuals, etc. to avoid jargon. (ODOT) ▪ Website - related specifically to project delivery - website organization and usability. (ODOT) ▪ Finding people thru ODOT web site pretty tough. (Consultant) 	ODOT INTERNAL – Technical Services	ODOT work on then communicate to Liaison Committee. Include mechanism for consultants to make suggestions for improvements on manuals, website, guidance. Also educate/communicate internally in regards to the Consultant Portal. Current effort in progress to automate contact lists via web	
QA/QC	<ul style="list-style-type: none"> ▪ Lack of QC of plans and specs: Designers need to perform a QC on the design in the field to make sure that field conditions are accounted for. In the last year we have had many change orders to deal with field conditions that were readily visible in the field. For example, on stage construction several projects were designed that did not address moving traffic into the shoulder where rumble strips were present. These had to be ground out and paved. Some projects did not have a strong enough shoulder and the shoulder had to be dug out and rebuilt. Some projects had shoulder reconstruction called for and the shoulder was strong enough for traffic so the work had to be deleted. The designer needs to have the shoulder materials cored to determine the suitability for live traffic. On one project there was a considerable grade difference between the directions of traffic and the cross-over material quantities were bogus. On several projects stage construction signs conflict with other permanent signs. Missed simple things like a bid item for pile splices when steel piling are a bid item. Consultants do not always represent the best interest of the agency. (ODOT) 	ODOT INTERNAL – Technical Services	QA/QC Program in development. Report back to ACEC/ODOT PDMS Committee on how it relates.	
QA/QC	<ul style="list-style-type: none"> ▪ More accountabilty from consultant side regardign qulity and the fiscal remedy for poor products. (ODOT) 	ODOT INTERNAL – Technical Services	Ties into consultant evaluation process and contract administration.	
Technical Guidance	<ul style="list-style-type: none"> ▪ Efforts on ODOT part to ensure manuals are complete and in alignment across disciplines would help industry to improve 	ODOT INTERNAL – Technical Services	ODOT work on then communicate to Liaison	

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	delivery. (ODOT) <ul style="list-style-type: none"> Improvement of Technical Services manuals to ensure completeness. (ODOT) Users Guide to PSE needs update. (Consultant) 		Committee. Include mechanism for consultants to make suggestions for improvements on manuals, website, and guidance.	
Environmental	<ul style="list-style-type: none"> Monitoring and enforcement of environmental requirements; including erosion control. (ODOT) 	ODOT INTERNAL - TLT	Assign to Environmental Leadership Team	
Project/ Program Management	<ul style="list-style-type: none"> Internal review of consultant produced work: still spend time waiting for review of consultant submitted work. Suffering through significantly late significant comments. We all provide a service to someone and need to focus on delivering a project, not debating what has been missed and why. I served in the military for a while and we used After Actions Reviews to evaluate what went well and what we needed to improve. From those we grew more effective. (ODOT) 	ODOT INTERNAL - TLT	Similar issue with local government support. Ties into schedule and design acceptance information.	
Project/ Program Management	<ul style="list-style-type: none"> Workforce information accessibility. (Consultant) 	ODOT INTERNAL - WSBLT	Assign to OCR or WSBLT to include in communication work plan	
Contracting Processes (general)	<ul style="list-style-type: none"> Need a better understanding of what's required for invoicing. (Consultant) 	ODOT INTERNAL- OPO	Provide more communication & training	