

## \*PROJECT MANAGER'S CHECKLIST

The Project Manager (PM) must administer each Project in conformance with the Contract, the requirements of this manual, and other applicable statutes and regulations, including those of the Agency.

This checklist defines the major milestones that will occur during a Project, including the documentation required and events that must occur. However, this checklist may not contain all actions the PM will need to take. The PM must refer to appropriate chapters of this manual for complete instructions.

For each of the following phases of a Project, the PM must ensure that the milestones are achieved, the documentation is complete and the applicable events occur.

### PHASE 1: PROJECT DEVELOPMENT PERIOD

1. For Projects involving agencies other than ODOT, assure that the Project agreement is complete. Make sure that the Project agreement is amended or modified if the need arises during the Project.
2. Work with the Project team to assure that the Project design addresses all elements and matters of concern for the Project. [*Refer to [Chapter 36 – Acceptance of Project](#)*]
3. Work with the Project team to identify Work items to be included as Anticipated Items in the Project Construction Authorization. These items are to only include those items that the Contractor cannot perform or that cannot be identified or quantified accurately enough to include as a bid item in the Project. [*Refer to [Chapter 5 – Project Authorization](#)*]

### PHASE 2: PRE-CONSTRUCTION PERIOD

1. Prepare the Project Site to allow easy identification and review by prospective Bidders. Assure that bore logs, geology reports, environmental permits, and other Project development reports are available for review if requested by Bidders. [*Refer to [Chapter 6 – Examination of Site/Data by Bidders](#)*]
2. If concerns indicate that it may be appropriate to issue an Addendum to the Project Solicitation Documents, consult with the Area Manager (AM) and others as appropriate. Follow the guidelines for issuing addenda defined in [PD-07](#), [Technical Bulletin RD07-07\(B\)](#), and the [User's Guide to PS&E Delivery](#).
3. When Bids are opened on a Project, the PM must develop the Construction Engineering budget, including the anticipated costs for each group or unit that may charge against the engineering budget for the Project. [*Refer to [Chapter 5 – Project Authorization](#)*]
4. Review the information provided by the ODOT Estimating Group identifying any potential unbalanced bid items. [*Refer to [Chapter 7 – Evaluation of Unbalanced Bids](#)*]

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5. Perform all required surveying to assure that the Project is ready for construction Work to begin. [Refer to [Chapter 20 – Construction Surveying](#)]
6. Assure that adequate staffing, resources, and other services will be available to properly administer the construction Contract.
7. When the Contract has been fully executed, the ODOT Procurement Office – Construction (OPO) will send the Notice to Proceed (NTP) to the Contractor, and will transmit the Project Construction Authorization to the PM. [Refer to [Chapter 5 – Project Authorization](#) and [Chapter 8 – Award and Execution of Contract](#)]

### **PHASE 3: CONSTRUCTION PERIOD**

1. The PM will contact the Contractor to identify the key contact personnel (*if the Contractor's Superintendent has not yet been identified, or is not yet available*).
2. If a Cooperative Arrangement (“Partnering Workshop”) has been requested by the Contractor or the Agency, the PM will need to work with the Contract Administration Engineer (CAE) to make the arrangements. [Refer to [Chapter 11 – Before On-Site Work Can Begin](#) and the ODOT Construction Alternative Dispute Resolution Program (ADR) website at:

[http://www.oregon.gov/ODOT/HWY/CONSTRUCTION/adr\\_program.shtml](http://www.oregon.gov/ODOT/HWY/CONSTRUCTION/adr_program.shtml)

3. Set up the Project files. Request assistance from the [Region Assurance Specialist \(RAS\)](#) if needed. [Refer to [Chapter 12 – Project Records](#)]
4. Identify the required quality documentation and complete the applicable Test Summary sheets. Share this information with the Contractor. Identify the source documents and measurements required to justify quantities of Work performed. The PM will need to either obtain the progress payment schedule for lump sum bid items (lump sum breakdown) from the Contractor, or develop a schedule and share with the Contractor.

Work with the RAS to schedule the required documentation reviews. [Refer to [Chapter 12-B – Quality](#) and [Chapter 12-D - Quantity](#)]

5. Prepare for and arrange the Pre-Construction Conference which needs to be held within 30 days of NTP, or as mutually agreed to by the PM and Contractor. Assure that the Contractor submits an acceptable Project schedule, Quality Control Plan, Traffic Control Plan, Erosion and Sediment Control Plan, and Pollution Control Plan. [Refer to [Chapter 11 – Before On-Site Work Can Begin](#)]
6. Assure that the Contractor submits subcontracts or requests consent to rental of operated Equipment and that the PM grants consent before the affected Work begins. [Refer to [Chapter 14 – Subcontracts](#)]
7. If the Contract contains On-the-Job (OJT) Training or Reimbursable Federal OJT/Apprentice provisions, the Contractor is required to provide a Trainee Approval request before the trainee begins Work. When the trainee is participating in the OJT program, a source document must be prepared to justify payment. [Refer to [Chapter 18 – Affirmative Action](#)]
8. If the Contract Time in Section 00180.50(h) is stated in Calendar Days, the PM must properly issue First Notification and begin issuing a Weekly Statement of Contract Time Charges, form 734-3483, beginning on the date stated in the Contract. [Refer to [Chapter 13 – Contract Time](#)]
9. Share any required survey information with the Contractor, or perform the required construction surveying if Contractor Surveying, Section 00305 is not included in the Contract. [Refer to [Chapter 20 – Construction Surveying](#)]

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10. The PM will issue First Notification when the Contractor begins On-Site Work. [Refer to [Chapter 13 – Contract Time](#)]
11. As the Project Work progresses, the PM must assure that:
- a. Project information is recorded by the PM or designated representative(s) on a daily basis on either the General Daily Progress Report or in the Project Manager’s Diary. [Refer to [Chapter 12-A – Daily Reports / Diaries](#)]
  - b. The Erosion Control Reports are completed as required, and that the Project is inspected to ensure proper erosion and control measures are in place. [Refer to [Chapter 12-A – Daily Reports / Diaries](#)]
  - c. Turbidity monitoring and reporting is completed by the Contractor, if required by the Project permits. [Refer to [Chapter 12-A – Daily Reports / Diaries](#)]
  - d. The Contractor completes the daily Temporary Protection & Direction of Traffic (TP&DT) Reports if the Contract requires a Traffic Control Supervisor (TCS). [Refer to [Chapter 12-A – Daily Reports / Diaries](#)]
  - e. Before the Contractor begins production of Materials for the Project, the Contractor and PM must calculate and agree on the quantity of Materials needed for the Contract Work. [Refer to [Chapter 23 – Quantities of Materials](#)]
  - f. If Materials for the Project will be manufactured away from the Project Site, the PM must ensure that the required inspections will be accomplished. [Refer to [Chapter 9 – Responsibilities of the Project Manager](#) and [Chapter 23 – Quantities of Materials](#)]
  - g. The Contractor must be aware of, and comply with, all requirements of permits applicable to the Project. The PM must assure that the Contractor has obtained all permits that it must obtain to perform the Work. [Refer to [Chapter 21 – Permits](#)]
  - h. The Contractor provides all required quality documentation before any Materials are incorporated into the Contract Work. Record the documentation in the applicable Test Summary. [Refer to [Chapter 12-B – Quality](#)]
  - i. Price adjustments for premium quality Materials or non-specification Materials are calculated and assessed as applicable. [Refer to [Chapter 12-C – Quality Price Adjustments](#)]
  - j. Work is measured and source documents are prepared to justify quantities of Work performed for which payment is to be made. Enter this information into the Contract Payment System (CPS) throughout each pay period. [Refer to [Chapter 12-D – Quantity](#) and [Chapter 25 – Payments to Contractor/Retainage](#)]
  - k. The Contractor submits the required certified payrolls for its employees and all Subcontractors. The PM will complete Employee Interview Reports and spot-checks on all Owner-Operators as required. [Refer to [Chapter 19 – Labor Compliance](#)]
  - l. The Contractor submits the ODOT Apprentice/Trainee Monthly Progress Record showing OJT accomplishments on a monthly basis for Projects which include OJT provisions. [Refer to [Chapter 18 – Affirmative Action](#)]
  - m. For Projects containing Federal funds, the Contractor will submit a Monthly Employment Utilization Report for its employees and each of its Subcontractors. [Refer to [Chapter 18 – Affirmative Action](#)]
  - n. If any changes are made to the Contract Plans, the PM must records those changes on the As-Constructed Plans which will need to be submitted at the completion of the Project. [Refer to [Chapter 12-H – As Constructed Plans](#)]

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- o. Project progress, successes, changes, etc., are recorded as the Work progresses. This information will be used to complete the Project Manager's Narrative Form at the completion of the Project. [Refer to [Chapter 37 – Submittal of Final project Documentation](#)]
- 12. Issue appropriate Contract Change Orders, after obtaining the required approvals, before the affected Work begins. [Refer to [Chapter 15 – Change Orders/Force Account/Work by Public Forces](#)]
- 13. If the PM orders Extra Work to be Performed on a Force Account Basis, the Inspector will need to record the applicable information on the Daily Force Account Record on a daily basis, and assure it is signed daily by both the Inspector and the Contractors Superintendent. [Refer to [Chapter 12-G – Extra Work to be Performed on a Force Account Basis](#)]
- 14. A Commercially Useful Function (CUF) interview must be performed by the PM's staff for each Disadvantaged Business Enterprise (DBE) performing Work on the Project. [Refer to [Chapter 18 – Affirmative Action](#)]
- 15. Progress payments must be made to the Contractor each month for Work performed, including CCO Work, as well as Materials on Hand (if requested) through the end of each pay period. [Refer to [Chapter 12-F – Materials on Hand](#) and [Chapter 25 – Payments to Contractor / Retainage](#)]
- 16. Project costs must be continually monitored to ensure the Project authorization is not exceeded. If the estimated Project costs will exceed the authorization, the PM must request, and obtain proper approval for additional funding. [Refer to [Chapter 5 – Project Authorization](#)]
- 17. The Contractor is required to submit an updated schedule on a monthly basis as required by Section 00180.41.
- 18. If the Contractor submits a request for Early Release of Retainage for Subcontracted Work, the PM will need to follow the procedures outlined in [Chapter 37 – Submittal of Final Project Documentation](#).
- 19. When the Work on the Project is between 50% and 70% complete, or when the Project has started to take shape and its final configuration is apparent, the PM should confer with the Project team (including a representative of the unit that will maintain the Project when it is completed) to assure that the Project intent is being fulfilled and that special concerns are being adequately addressed. [Refer to [Chapter 36 – Acceptance of Project](#)]
- 20. If the Contract Work is not completed within the specified Contract Time (including interim completion dates) the PM will need to assess liquidated damages. If Contract Time for all or a portion of the Contract Work is stated as a specified completion date, also start issuing the Weekly Statement of Time Charges when the specified completion date expires. [Refer to [Chapter 13 – Contract Time](#), [Chapter 25 – Payments to Contractor/Retainage](#), and Sections 00180.50 and 00180.85 of the Contract]
- 21. If the PM suspends Work for reasons beyond the Contractor's control, the PM will issue orders to suspend and resume Work. If the suspension is for reasons beyond the Contractor's control, the PM will either adjust or request adjustment of Contract Time through a CCO. [Refer to [Chapter 13 – Contract Time](#)]
- 22. If the Contractor requests an adjustment of Contract Time, the PM must act on the request following the process described in [Chapter 13 – Contract Time](#).
- 23. If the Contractor disagrees with anything required in the Contract Work, in a CCO, or in a written or oral order from the PM, the disagreement will need to be resolved according to Section 00199 of the Contract. [Refer to [Chapter 27 – Disagreements, Disputes and Claims](#)]

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24. If the Project Work is delayed for reasons beyond the Contractor's control, address Contract Time and costs separately. [*Refer to [Chapter 13 – Contract Time](#), [Chapter 15 – Change Orders/Force Account/Work by Public Forces](#), [Chapter 24 – Work Done by Utilities and Railroads](#), [Chapter 27 – Disagreements, Disputes and Claims](#), and Sections 00180.60 and 00199 of the Contract*]
25. Assure that the RAS reviews the Project documentation as scheduled. Take the required actions to resolve all discrepancies. [*Refer to [Chapter 12-B – Quality](#) and [Chapter 12-D - Quantities](#)*]
26. The PM must take action as needed to assure proper, timely completion of the Contract Work. Seek guidance and assistance from the Area Manager, Region/Tech Center Manager, or Construction Section as needed. Local Agencies should contact those persons through the Local Agency Liaison (LAL). [*Refer to [Chapter 9 – Responsibilities of the Project Manager](#)*]
27. The PM must complete a Prime Contractor Performance Evaluation, form 734-2469, annually on the date of NTP until the final Second Notification is issued, and within 60 days of issuance of Second Notification. [*Refer to [Chapter 34 – Contractor Performance Evaluation](#)*]
28. When the Project Work is nearly complete, the PM will review the Project, with needed input from the Project team (including a representative of the unit that will maintain the Project when it is complete), to assure that the Project will function properly and that no improper Materials or construction are evident. The PM and the Project team should also determine if a post-Project critique is needed. [*Refer to [Chapter 36 – Acceptance of Project](#)*]
29. When all On-Site Work has been completed as defined in Section 00180.50(g) of the Contract, for either an interim completion or the entire Contract, the PM will issue Second Notification. [*Refer to [Chapter 13 – Contract Time](#)*]

#### **PHASE 4: AFTER SECOND NOTIFICATION**

1. The PM will work with the Contractor to develop punch lists or other means to assure that all cleanup and repair work is completed. If the Contractor notifies the PM that all Work, including punch list Work, is complete, the PM must review the Project and notify the Contractor of any remaining Work within 15 days of the Contractor's notification. [*Refer to [Chapter 36 – Acceptance of Project](#)*]
2. If the Project includes landscaping that must go through an establishment period, the PM must assure that the establishment Work is properly accomplished and payment for that Work is made. [*Refer to [Chapter 39 – Landscape Establishment Periods](#)*]
3. When the Contractor has completed all Work on the Project, the PM and AM must recommend acceptance of the Project. The PM must initiate the recommendation either by preparing a memo, or by completing a Recommendation of Project Acceptance, form 734-1384, and distribute as directed on the form. [*Refer to [Chapter 36 – Acceptance of Project](#)*]
4. The PM must compile all required Project documentation, assure that the RAS and Office of Civil Rights (OCR) Field Coordinator have both reviewed the documentation as required, and submit the final Project documentation, along with the Recommendation of Acceptance on the Documentation Review Report, to the Contract Administration Unit (CAU). [*Refer to [Chapter 37 – Submittal of Final Documentation](#)*]
5. When the Contractor has performed all Work and other requirements as specified in Section 00150.90(b) of the Contract, the PM must issue Third Notification. [*Refer to [Chapter 40 – Third Notification](#)*]

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6. If the Contractor disagrees with the final quantities or payment amounts, the disagreement will be resolved as specified in Section 00195.95. [*Refer to [Chapter 38 – Contractor Disagreement with Final Quantities or Payment](#)*]
7. The PM must submit notification that all State Force Order (SFO) work and Right of Way (ROW) Monumentation are complete to the CAU. [*Refer to [Chapter 37 – Submittal of Final Documentation](#)*]