
Recommendations in Summation

To improve County processes, we recommend transportation management:

- Ensure staff follow scope of work (SOW), project development procedures, by producing a system to track comments and approvals related to the development of the SOW section in the design contracts.
- Ensure all applicable disciplines comment on project documentation at the appropriate design phase; (i.e. if they have no comments, they should send a response with “no comments”; silence is not acceptable; if the applicable discipline does not need to comment, the PM should put ‘N/A’ and explain why).
- Standardize the “comment log” format.
- Develop a system to efficiently and effectively ensure all comments were addressed.
- Ensure checklists are used and maintained by staff in the project management folders.
- Ensure project management checklists include:
 - All project deliverables outlined in the contract,
 - An area for staff to put the date each task was reviewed as completed,
 - A place for staff to initial (legibly) who ensured the task was completed or not applicable,
 - An area for staff comments, and
 - An area for staff to reference to where the applicable support for the item was completed.
- Continue to create a reference system that can be used by transportation construction staff by numbering folders and documents within folders so they can easily be referenced in transportation construction checklists and more.
- Work with Finance (e.g. Procurement division), in conjunction with County Counsel, to evaluate the contract change order (CCO) process to determine the type of controls, including approval structure, that are desired and necessary to mitigate risk.
- Include the original bid item and associated lump sum, time and/or materials amounts on the CCO, as applicable. We also recommend the CCO amount(s) be compared to other sources, such as ODOT’s average bid costs for similar work, the PMs independent cost estimate and/or the original bid item comparison sheet.
- Ensure final approved contract documentation is maintained within DTD and DA project files so that project management staff is working from the final approved contract.
- Verify the entire contract documentation is received (e.g. all plans and specifications).
- Create a mechanism to ensure all ROW outlined in the status report is complete and consider standardizing the format and/or information included in the ROW status reports.
- Ensure regular reconciliations are performed from DTD’s subsidiary system (PawPrints) to the County’s book of record (PeopleSoft Financial).
- Develop a system to track when an invoice is received, when the invoice is approved and when the invoice is paid, to ensure compliance with statute.
- Ensure supporting documentation related to the on-call contractor’s payment(s) include:
 - Previously agreed upon scope of work, deliverables and schedule, and
 - Previously agreed upon not-to-exceed time and material parameters or negotiated lump sum, and
 - Appropriate level of County approval (signature authority).