

❖ **ENGINEERING CONSULTANTS SECTION**

Consultant Contract Administration

- **An Overview of Processes and Procedures for the Administration of Professional Services Contracts**

Presented by:

Greg Wristen

Engineering Consultants Section (ECS) Manager

"These new Terms and Conditions
you've drafted for us are extremely
long and overly complex –
our customers are never
going to be able to
understand them.
Well done Jones!"



WHO IS ECS?

ECS administers the processes and procedures for the fair and efficient advertisement, selection, negotiating, monitoring and management of professional services contracts for ADOT which are exempt from the State Procurement Code (ARS 41-2501).

WHO IS ECS?

Part of IDO

Report to Deputy St. Eng. (Barry)

3 Units

- 3 Teams

22 Members

- 2y 5mo average

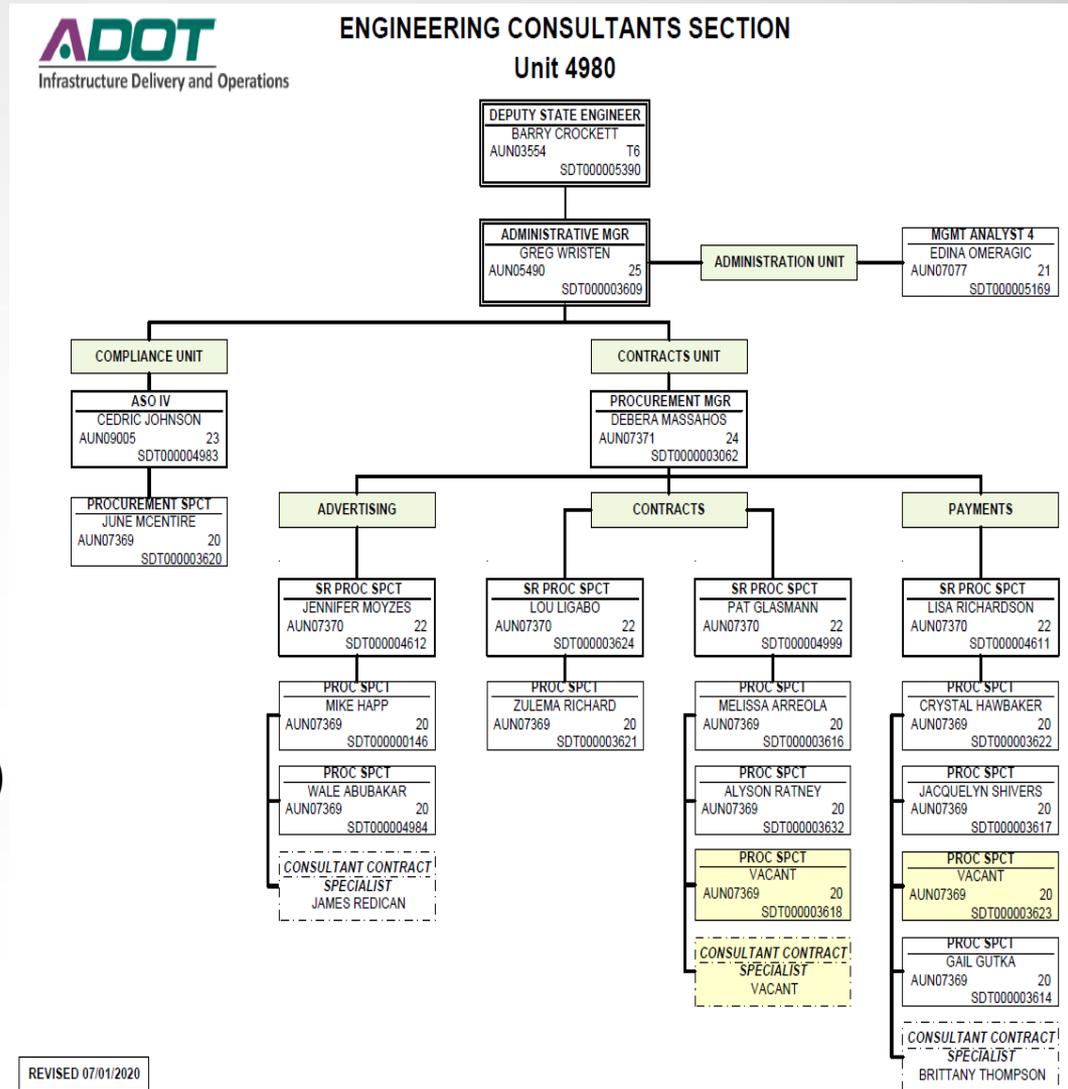
215 Current Contracts

Avg. 800 Mods & 2,060 PRs/Year

Design Contracts (9 Tech Groups)

Supplemental Service

Alternative Delivery (CMAR & DB)



Consultant Contract Administration

Introduction

What is a Contract?

Definition: (Noun) A written or spoken agreement, esp. one concerning employment, sales, or tenancy, that is intended to be enforceable by law.

Why a Contract?

A contract is a legally binding document between ADOT and a Consultant/Vendor defining the expected responsibilities of each party for a given task/project.

What is in a Contract?

A contract defines the terms of the agreement including scope of work, responsible parties, schedule and cost of services, and legal requirements.

A Contract Defines and Authorizes:

What?

Who?

When?

How?

Regulations

► Some Regulations that Govern What and How we do things:

- [23 CFR Part 172](#) Administration of Engineering and Design Related Service Contracts
- [48 CFR Chapter 12 FAR](#) (DOT)
- [2 CFR Part 200](#) Uniform Admin Requirements , Cost Principles, and Audit Requirements for Federal Awards
- [49 CFR Part 26](#) DBE
- [49 CFR Part 26.7](#) Small Business Concern
- [23 CFR 635.112\(f\)](#) Advertising for Bids and proposals
- [Title 2 CFR Part 180](#) OMB Guidelines on Gov't Debarment and Suspension (Non-procurement)
- [USDOT Order 4200-5E](#) Suspension and Debarment Procedures
- [Title 31 USC 1352](#) Limitation on Use of Appropriated Funds to Influence Federal Contracting
- [23 USC 112\(b\)\(2\)\(b-c\)](#) Letting of Contracts
- [23 CFR 172.5 \(a\)\(c\)](#) Contract Compensation Types
- [23 CFR 172.9](#) Federal-Aid Funded Contracts
- [5 USC §552](#) Examination of Records (FOIA)
- [Public Law 112-141 Map](#) – 21 Moving Ahead for Progress in the 21st Century
- [23 CFR 172.5 \(a\)\(3\)](#) Non-Competitive Negotiations
- [40 USC 1101](#) QBS Defined
- [40 USC 1104\(a\)](#) Negotiation of Contract
- [48 CFR 31](#) Contract Cost Principles and Procedures
- [48 CFR Subpart 9.4](#) Federal Debarment, Suspension and Ineligibility
- [48 CFR Subpart 3.8](#) Same as Title 31 USC 1352
- [49 CFR Part 21](#) Nondiscrimination in Federally Assisted Programs
- [41 CFR Part 60](#) Contract Compliance Programs, EEO
- [23 CFR 230.311](#) State Responsibilities
- [Section 306 of the Clean Air Act](#) Federal Procurement
- [Immigration Reform and Control Act of 1986](#)
- [Executive Order 11246 & 11375](#) EEO
- [Executive Order 09-04](#) Nondiscrimination
- [8 CFR](#) Federal Immigration
- ARS 41-2501 (K) Exemption to Procurement Code
- ARS §34-201(A) Public Notice of Intention
- ARS §39-201 Newspaper Defined
- ARS §39-203 Number of Publications
- ARS §39-204 Publication of Notice: Time, Place
- ARS 41-2653 Exempted services
- ARS 28-501 through 28-511 Standard of Conduct and Conflict of Interest
- ARS 41-753 Unlawful Acts
- ARS 41-2503 APC Definitions
- ARS 39-121 Inspection of Public Records
- ARS 28-411 Prompt Pay Legislation
- ARS 35-214 Inspection and Audit of Contract Provisions
- ARS 41-4401 Government Procurement, E-Verify
- ARS 23-214(A) Verification of Employment Eligibility
- ARS 38-503 Conflicts of Interest, Exemptions and Employee Prohibition
- ARS 38-504 Prohibited Acts
- ARS 41-2616 Violation; Classification; Liability; Civil Penalty; Enforcement Authority
- ARS 41-2517 Procurement Officers and Procurement Employees
- ARS 41-2534 Competitive Sealed Bids
- ARS 41-2537 Emergency Procurements
- ARS 41-2538 Competitive Selection Procedures for Certain Professional Services
- ARS 41-2578 Procurement of Specified Professional and Construction Services
- ARS 41-741 Definitions
- ARS 44-1401 Uniform State Anti-Trust Act
- ARS 32-121 to 32-131 Registration and Certification

Consultant Contract Administration

Introduction – Process & Procedures

Key Terms, Acronyms and Information associated with the contract lifecycle:

Brooks Act – Public Law 92-582 (40 USC 1104):

- *Selection of firms and individuals to perform architectural, engineering and related services based on demonstrated competence and qualifications for the type of professional services required.*
- *The agency shall negotiate a contract with the highest qualified firm at compensation which the agency head determines is **fair and reasonable**.*

Prompt Pay Law – ARS 28-411:

- *ADOT must issue payments to Prime Consultants within 21 calendar days after receipt and acceptance of the payment report/invoice.*
- *Consultants must pay their subconsultants within seven (7) calendar days after receiving payment from ADOT.*

49 CFR Part 26

- *Regulations for participation by disadvantaged business Enterprises in federal DOT financial assistance programs. This also includes all required reporting and documentation.*

ECS Consultant Contract Manual

- *Procedures that govern ADOT's Engineering Consultants Section's award and administration of professional services contracts.*

Consultant Contract Administration

Introduction – Process & Procedures

Key Terms, Acronyms and Information associated with the contract lifecycle:

FAR – Federal Acquisition Regulations

- *Basis for accepted accounting principles and regulations.*

AASHTO Uniform Audit and Accounting Guide

- *Provides specifics and best practices for applicability of FAR.*

Generally Accepted Accounting Principals (GAAP)

- *The common set of accounting principles, standards and procedures that companies use to compile their financial statements. GAAP are a combination of authoritative standards (set by various standard setting bodies in the United States) and simply the commonly accepted ways of recording and reporting accounting information.*

Cost Accounting Standards

- *Standards set by the Cost Accounting Standards Board (CASB) in an effort to achieve uniformity and consistency in cost accounting principles, and to establish requirements for compliance with the standards and reporting of accounting practices as a condition of working on Federal contracts.*

Generally Accepted Government Auditing Standards

- *Commonly referred to as the "Yellow Book", are produced in the United States by the Federal Government Accountability Office (GAO). The Standards incorporate private sector audit requirements to the extent applicable and additional standards for governmental audits, and must be followed by auditors, including state government auditors and CPA firms, who perform local government audits.*

Consultant Contract Administration

Introduction – Process & Procedures

Contract Types

Approved Contract Types for professional design and engineering services:

*** Type of Contract and Scope of work must be defined in the Request for Qualifications (RFQ).*

Project Specific Contract (Single and Multi Phase)

- Contract where services are performed for a Defined Scope of Work for a Specific Project.
- Services may be divided into phases whereby the specific scope of work and associates costs may be negotiated and authorized by phase as the project progresses.

On-Call Contract

- Contracts for the performance of services for a number of projects which are awarded on a task-order basis.
- Shall define the number of consultant teams which shall be procured, duration and established dollar limitations.
- Original selection of consultant teams must be by Qualifications Based Selection.
- Tasks are awarded to the selected qualified consultants through one of the following options:

1. Regional Basis
2. Additional Qualifications Based Selection Procedures

*** 23 CFR Part 172 – Equal or Rotational Distribution of Task Orders is no longer permitted on new On-Call Contracts.*

*** Assignment of Task Orders is not guaranteed.*

Supplemental Services Contract

- Contracts for the performance of supplemental services by a consultant such as project management or technical design/review of a project. Services are performed under the direct oversight of the Department.

Consultant Contract Administration

Introduction – Process & Procedures

Compensation Methods

Approved Compensation Methods for professional design and engineering services: *** Type of Contract Compensation Method must be defined in the Request for Qualifications (RFQ).*

Lump Sum (LS)

- Negotiated payment method establishing a defined price for a defined scope of work on a project specific contract.

Lump Sum by Task Order (LSTO)

- Negotiated payment method establishing a defined price for a defined scope of work associated with a Task Order on an On-Call contract.

Cost Plus Fixed Fee (CPFF)

- Compensation type based on actual costs plus a fixed fee (FF). Budgets (estimated costs) are negotiated for the scope of work on a project specific contract. FF is set by ADOT, reflecting complexity, schedule, and risk. FF is non-negotiable.

Cost Plus Fixed Fee by Task Order (CPFF by TO)

- Compensation type based on actual costs plus a fixed fee (FF). Budgets (estimated costs) are negotiated for the scope of work associated with a Task Order on an On-Call contract.

Specific Rates (SR)

- Compensation method when negotiated rates are used to compensate for work performed. Materials are paid at cost.

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Introduction – Process & Procedures

Authorization Types

A consultant can initiate their services and seek reimbursement for work performed by it or its sub-consultants only after one of the following Contract Authorization Documents is appropriately executed:

Notice to Proceed (NTP)

- Authorization and Execution of Contract of Contract Modification

Limited Notice to Proceed (LNTP)

- Authorization Prior to Contract NTP (New Project Specific Contracts Only)
- Defined Limited Scope, Schedule & Budget

Advance Notice to Proceed (ANTP)

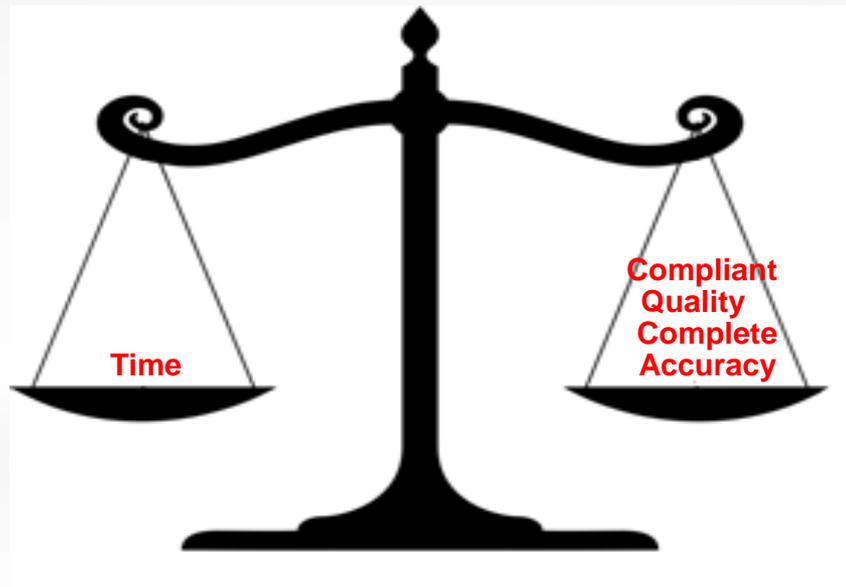
- Consultant is authorized to proceed with services and incur costs prior to Contract NTP
- Consultant is not permitted to invoice for services until Contract NTP

****Contract Authorization Documents must be signed by the ECS Manager. Verbal, email or the other similar agreements will not be recognized.**

ENGINEERING CONSULTANTS SECTION

Challenge We Face:

- Balancing the Expectation for Timeliness while fulfilling the obligation to be accurate and complete.



Consultant Contract Administration

Introduction – Process & Procedures

What do we do?

How do we do it?

Why do we do it?

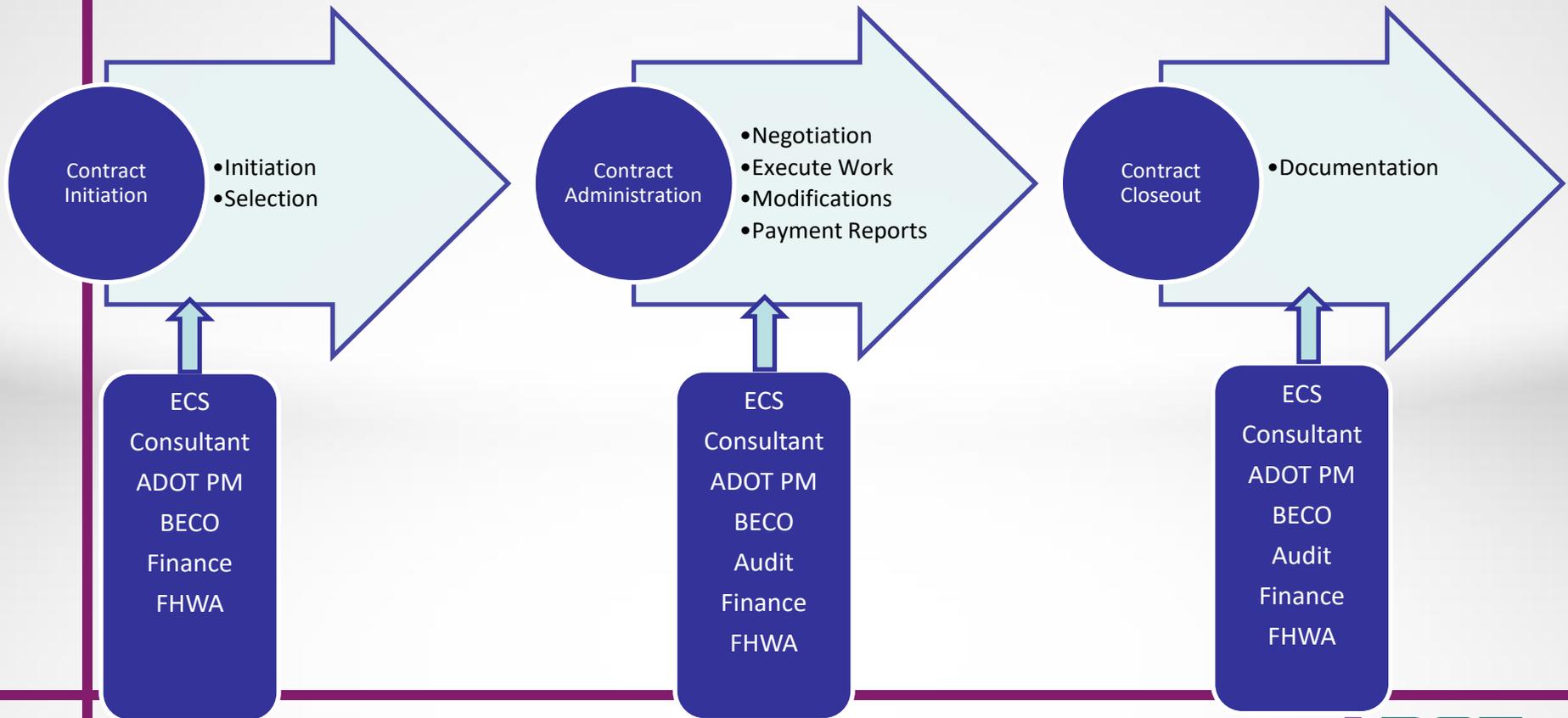


Contract Lifecycle Map

Consultant Contract Administration

Introduction – Process & Procedures

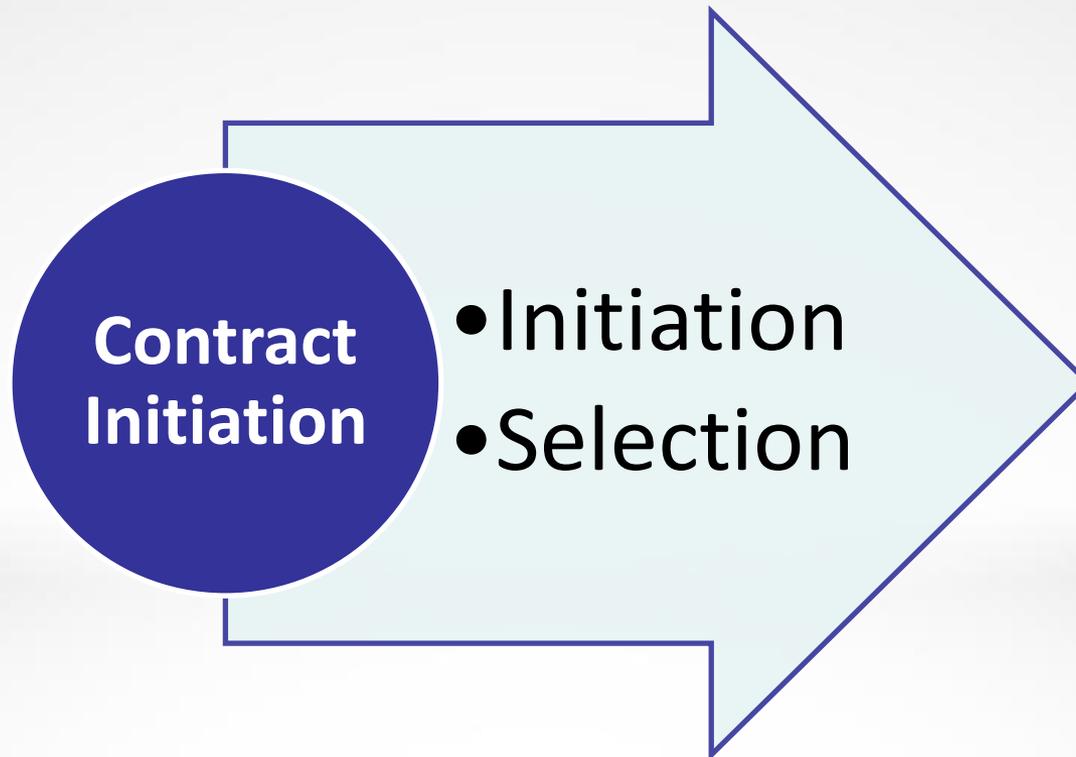
Everyone is a Partner
in the successful administration of a contract!



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Contract Initiation

The contract lifecycle begins.....



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Contract Initiation



Initiation of Contract

1. Development of the Project's Scope of Work and Need
2. Development of the Contract and Project Schedules
3. Establishment of DBE Goals
 - Each Contract is assessed a DBE Goal – **49 CFR Part 26**
 - Goal is established based on:
 - a. The anticipated scope of work to be performed under the contract.
 - b. The availability of resources that can perform a commercially useful function.
4. Authorization of Funds for the Project
 - FHWA Authorization of Funds or State Funds

Advertisement & Submittals

1. Approval to Advertise
2. Communication (RFQ/Amendments)
3. Submittals
 - Low-Tech
 - Requirements and Initial Review



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Contract Initiation



Upon submittal of all qualified SOQ's, the Selection Panel is convened for a Selection Panel Kick-Off Meeting.

Who makes up a Selection Panel?

1. Panel Group Composition is determined by the Project Manager. Effort is made to make sure representation is provided by the appropriate ADOT Sections.
2. ADOT Group/Section Managers provide recommendations for qualified Panel Members from their Group/Section to serve.
3. Final Panel Member list is approved by ECS Manager.

Selection Panels are typically comprised of the following members:

- ADOT Project Manager
 - ADOT District Representative
 - ADOT Disciplinary/Group Representatives
 - Other Relevant ADOT Technical Staff
 - Other Stakeholders (FHWA, Municipalities)

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Contract Initiation



Selection Panel Kick-Off Meeting

Panel Members are provided:

- A detailed summary of the Project's Scope and Goals.
- Copies of the qualified and responsive SOQ's.
- SOQ Evaluation Criteria
- Directions and Process Overview
 - Schedule
 - Confidentiality
 - Communication
- Required Forms:
 - Panel Member Participation Form
 - Confidentiality Agreement Form
 - *What does confidentiality mean?*
 - *Confidentiality requirements apply to consultants and/or contractors who participate in this process.*



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Contract Initiation



Evaluation and Scoring

Each Panel Member evaluates and scores each SOQ independent from the other panel members.

The same selection criteria is used by each Panel Member:

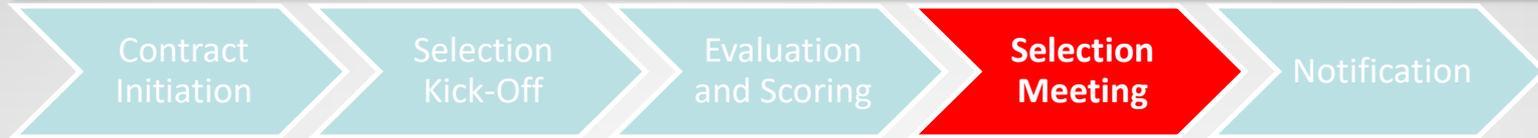
1. Project Understanding and Approach
2. Project Risks and Schedule
3. Project Team Experience & Availability



Evaluations and scoring are performed electronically. Upon completion of the evaluations and scoring, the ECS Contract Manager reviews the evaluations for completeness and accuracy.

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Contract Initiation



Selection Meeting

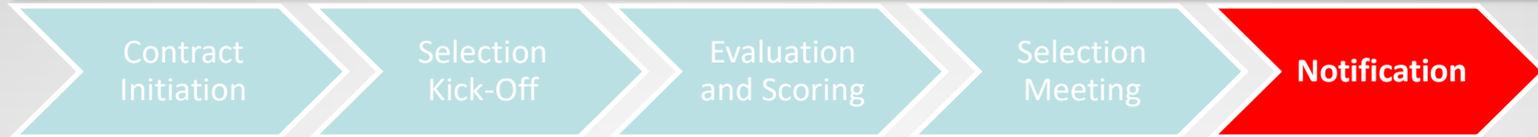
After all Panel Members have completed their review and scoring, Panel Members meet to:

1. Discuss and address any concerns or questions about what was presented in the SOQ's.
 - Panel Members are given the opportunity to discuss the rationale for their individual scores.
 - Any Panel Member may elect to amend his or her score based on the discussion held during this meeting.
2. Evaluate available "Consultant Past Performance Evaluation Scores" and any impact this might have on the consultant's final score.
3. Ranking of the firms is presented and the selected firm(s) is identified.
4. Complete and sign the "Selection Approval Confirmation Memorandum".



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Contract Initiation



Notification

- The completed “Selection Approval Confirmation Memorandum” is presented to the ECS Manager for review and signature. Additionally, copies of the panel members score, ranking and comments are provided for review. Discussions are held as appropriate.
- The Selected Firm is Notified.
- The non-selected firms are notified of the selection and provided the opportunity for a Debrief. The Debrief includes:
 1. Copy of the selection panel’s evaluation comments and scores of their firm’s SOQ.
 2. Score of the Selected Firm’s SOQ.
 3. Copy of the SOQ submitted by the Selected Firm is provided for review.
 4. Copies or reproduction of the Selected Firm’s SOQ and comments/scores are not permitted.

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Contract Initiation

Plan & Schedule

- **Contract Initiation**

- | | |
|---|------------|
| 1. Development of the Project's Scope of Work and Need: | 2-4 Weeks |
| 2. Development of the Advertisement and Contract Documentation: | 3 Weeks |
| 3. Establishment of DBE Goals: | 1-2 Weeks |
| 4. Authorization of Funds for the Project: | 2-3 Months |

- **Consultant Selection Process**

- | | |
|----------------------------------|---------|
| 1. Contract Advertisement: | 3 Weeks |
| 2. SOQ Evaluation & Scoring: | 3 Weeks |
| 3. Selection Meeting & Ranking : | 1 Weeks |
| 4. Notification: | 1 Week |



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Contract Initiation

What are some "Barriers" to a Smooth and Timely Selection Process?

1. Funding.
2. Scheduling conflicts with panel members.
3. High volume of SOQ's to review...requires more time.
4. Panel Member conflict of interest issues.
 - Potential Removal or Re-assignment.
5. Filed Protests or Appeals.
 - Protest of SOQ Acceptance
 - Protest of Selection
6. Poor Communication of:
 - Schedules
 - Submittal Requirements
 - Questions and Responses



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Managing your Contract



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Congratulations on your selection!

So now what??

1. Pre-Negotiation Phase
2. Cost Proposal Negotiations
3. Notice to Proceed
4. Execution of Work

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Preparation & Submittal of Cost Proposal

1. Pre-Negotiation Meetings
 - Review Project Scope & Schedule
 - Review of Contract Requirements
 - Define Negotiation Parameters
 - Address Questions or Concerns
 - Submittal requirements for Financial Data
2. Submittal of required Financial Reports to ADOT Audit & Analysis
 - As Outlined in the SOQ Documentation (i.e. Overhead Schedule, Income Statement and Balance Sheet, Federal Tax Return, etc.)

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Preparation & Submittal of Cost Proposal

3. Development of the Project's Scope of Work & Cost Proposal
4. Submittal of Required Documentation via email (Low-Tech).
 - Cost Proposal Documentation (including appropriate signed cost derivation sheets)
 - Work Hour Estimates (Prime & Subconsultants)
 - Direct Expense Breakdown
 - Subconsultant and Vendor Agreements
 - Insurance Documentation
 - DBE Affidavits or Good Faith Effort form

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Cost Proposals submitted to ADOT are reviewed by the Engineering Consultants Section for:

1. Completeness and accuracy of documentation.
2. Standardization of Contractual Terms & Conditions
3. Appropriateness of Proposed Labor Classifications (**IB 13-02**)
4. Initial Review and determination of:
 - Allowability of Costs
 - Fairness & Reasonableness of Costs
 - Status of Firm(s) audited overhead rates.
 - Need for Audit & Analysis Review
 - Need for Risk Management Review of Firm's Insurance

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ADOT endeavors to negotiate scope, rates and costs that are fair and reasonable in accordance with **40 USC 1104**.
(consistent with the Brooks Act)

Successful negotiation of a contract involves the active participation of the following stakeholders:

- ADOT Project Manager
- ADOT Audit & Analysis
- ADOT Business Engagement & Compliance Office (BECO)
- ADOT Engineering Consultants Section (ECS)
- Consultant

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The Negotiation of a Contract is based on:

1. Scope of Work
 - Scope of Work to be performed.
 - Associated Professional Services Expertise
 - Associated hours and costs to perform services
2. Qualifications of Professional Services
3. Fairness, Reasonableness and Allowability of Costs
 - Professional Services
 - Expenses

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Contract Administration



Notice to Proceed

- The consultant is issued a “Notice to Proceed” (NTP) once the terms of the contract are agreed upon (negotiations are complete) and upon receipt of FHWA Funding Authorization. *** No verbal or email authorizations are allowed.*
- An Advanced Notice To Proceed (ANTP) may be issued if it is determined and agreed upon that a consultants work must start while the contract negotiations are being finalized.
 1. Emergency Situations
 2. Time Constraints*** No verbal or email authorizations are allowed.*

Arizona Department of Transportation
ENGINEERING CONSULTANTS SECTION CONTRACT
Lump Sum - Multi - Phase

Contract Number: _____
Project Description: _____

ADOT

Agreement Between
The
Arizona Department of Transportation
And
(Firm Name)

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Contract Administration



Execution of Work

- The consultant, in close coordination with other project stakeholders, performs the professional services outlined in the contract.
- Payment Reports are issued, processed and paid as defined in the Agreement and per Prompt Payment Law.
- Contract Modifications are processed as required (this includes any necessary Time Extensions).
- Required reporting and documentation of DBE Participation.
- Annual Performance Reviews are performed to address the consultant's performance on an annual basis (through eCMS). Consultants, PMs, Audit and ECS participate in this process.

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Contract Administration

Plan & Schedule

- **Preparation and Submittal of Initial Cost Proposal**
 1. Preparation and Submittal of Initial Cost Proposal 14 Days
 2. Submittal of all required financial documentation: 14 Days
- **Cost Proposal Review and Negotiation**
 1. Scope and Cost Negotiation: 74 Days
 - *1st Review/Negotiation (14 Days each party)*
 - *2nd Review/Negotiation (14 Days each party)*
 - *BAFO (9 Days each party)*
- **Notice to Proceed**
 1. Finalize Documentation of Signatures: 14 Days
 - Encumbrance of Funds
 2. Notice to Proceed: 2 Days



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Contract Administration

What are some "Barriers" to a Smooth and Timely Execution of Contract?

1. Incomplete or delayed submittals by Consultant, Subconsultant or Vendors.
2. Incomplete or delayed review by ADOT.
3. Errors or missing contract documentation.
4. Funding is not authorized or available.
5. Review and/or negotiation of allowable or unallowable expenses.
6. Delayed communications between ADOT and Consultant and between Consultant and ADOT.
7. Incomplete or unapproved DBE documentation.



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Contract Administration

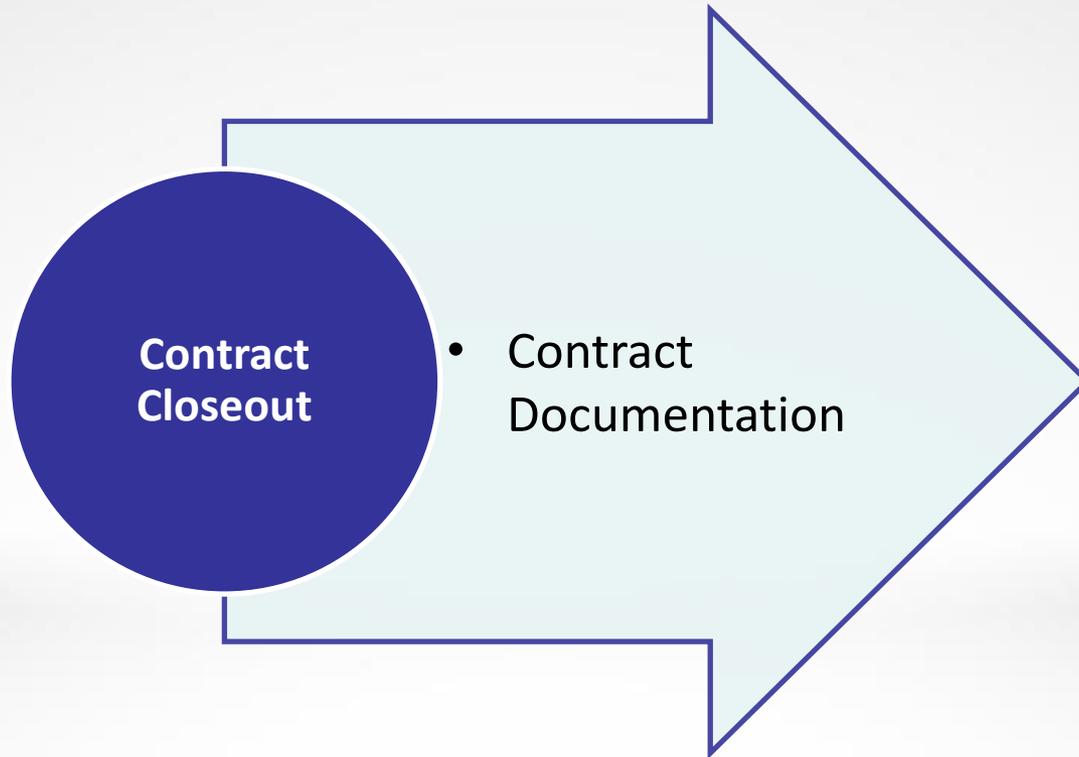
Contract Management

1. Contract Modifications follow a similar process but follow a 50 Day timeframe (34 Days for Technical Group and 16 for ECS)
2. DBE Goals Monitored
3. Contract Value Monitored by Modification and Overall (On-Call Contracts)
4. Payment Reports
5. Consultant Evaluations

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Contract Closeout

Managing your Contract



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Contract Closeout

Contract Closeout

All contracts have a Contract Period, which defines the termination date of the contract. Contract periods can be extended or canceled in accordance with the terms and conditions of the contracts.

***Work can not be performed and invoiced if contract time expires.*

- Contract Closeout is initiated by the ADOT PM after services are completed per the contract.
- Final Payment Report – Prime Consultant and Subconsultants
- Incurred Cost Audit (Audit & Analysis) – For CPFF Contracts
- Certification of Payments to DBE Firms Affidavit ([Section 4.47](#) of contract)
- Final Performance Evaluation is performed to address the consultant's performance throughout the duration of the contract lifecycle (through eCMS). Consultants, PMs and Audit and ECS participate in this process.

Consultant Contract Administration

Summary – Contract Lifecycle Overview

Active Steps to Continuous Improvement

1. Communication & Coordination
 - All Stakeholders play a critical role
2. Plan and Participate
 - Provide proper time and actively participate in:
 - a. Preparing and Negotiating Scope
 - b. Obtaining Required Funding Authorization
 - c. Negotiating Rates and Costs
 - d. Obtaining Meeting Audit and BECO Requirements
 - e. Obtaining Required Notice to Proceed



Consultant Contract Administration

Summary – Other Helpful Tools

Engineering Consultants EXTERNAL Website - <https://azdot.gov/business/engineering-consultants>

Consultant Prequalification

How To Information and Resources

Advertisements

Pending Advertisements, Current Advertisements

SOQ Submittal Guidelines

Upcoming Projects

Selections

Pending Selections

Recent Selections

Information Bulletins

Consultant Resources

Procedures, General Information & Instructions

Forms & Templates

Sample Contracts, Certifications, Guidelines, Forms, & Checklists

Policies & FAQ

Disadvantage Business Enterprise (DBE) Programs

Forms, Links & Resources

Local Public Agency Consultant Procurement

Contact Information

ADOT subscribe for updates

About Motor Vehicles Projects Business Planning News Traffic Maps Contact

Home » Business » Engineering Consultants

Engineering Consultants

Consultant Prequalification Advertisements Selections Information Bulletins Consultant Resources

Forms and Templates Policies and FAQ Disadvantaged Business Enterprise (DBE) Program

Local Public Agency Consultant Procurement Contact Us

ADOT's Engineering Consultants Section (ECS) is responsible for prescribing and administering procedures for managing ADOT's professional services contracts which are exempt from the State Procurement Code (ARS 41-2501). It is ECS's responsibility to ensure these procedures and the administration of the contracts are compliant with applicable State and Federal regulations. ECS is committed to providing fair, equitable, efficient, timely, accurate, professional, and quality service to the Department and its stakeholders, consistent with the Department's goals and objectives in meeting the transportation needs of the State of Arizona. The information contained on these pages is intended to provide professional services consultants with material to help them to do business more efficiently with the Department.

Announcement

[Traveler Responsibilities](#)

Consultant Prequalification

Find information about the ECS Prequalification process. Architectural/Engineering firms must prequalify in order to do design work for ADOT.

Advertisements

Find current and pending advertisements.

Selections

Find pending and recent selections.

Information Bulletins

Information Bulletins provide the most current information regarding updates to ECS policies and procedures and should be reviewed regularly by prequalified consultants.

Consultant Resources

Consultant Contract Administration

Summary – Other Helpful Tools

Engineering Consultants INTERNAL Website - <https://adotnet.az.gov/our-agency/intermodal-transportation/engineering-consultants-section>

Information Bulletins

Project Manager Information

eCMS Instructions

Cost Proposal Information

DEB Resources

ECS Consultant Contract Manual

ECS Contract Search

Forms

FAQs

Helpful Links

Contact Information

The screenshot shows the ADOT Net website interface. At the top right, there are links for 'azdot.gov', 'My account', 'Admin', and 'Log out', along with a search bar. A navigation menu below the logo includes 'Home', 'Our Agency', 'Employee Services', 'Essential Docs', 'Learning / Development', and 'Workplace Services'. The breadcrumb trail reads: 'Home » Our Agency » Infrastructure Delivery and Operations Division (IDO) » Engineering Consultants Section'. The main heading is 'Engineering Consultants Section'. The introductory text states: 'Welcome to the Engineering Consultants Section's (ECS) Intranet site. This site is designed to serve as a communication mechanism for ECS staff, ADOT Project Managers and other internal ADOT groups that interface with ECS in fulfilling their Department objectives.' The 'Mission' is described as providing fair, equitable, efficient, timely, accurate, professional and quality service to stakeholders. The 'Vision' is to 'Set the Standard of Excellence' for providing high-quality, efficient, effective, and timely architectural and/or engineering (A/E) contracts. The 'Values' are listed as Accountability, Integrity, and Respect. On the right side, there is a sidebar for the 'Infrastructure Delivery and Operations Division (IDO)' with a list of links: 'About IDO', 'Construction and Materials Group', 'Engineering Consultants Section' (highlighted), 'IDO Budget Office', 'IDO Performance Measures', 'Maintenance Training Videos', 'Materials Users Group', 'Office Managers Team', 'Partnering', and 'Project Resource Office and Local Public Agency'.

Questions?



Consultant Contract Administration

Overview of Process & Procedures

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