

SDDOT CONSTRUCTION MANUAL  
PROJECT MANAGEMENT SECTION  
**CHAPTER 1 - GENERAL**

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The Project Management Section of this Construction Manual is to be used for informational purposes only. It is not an official Department of Transportation Policy, nor is the information legally binding upon our construction contracts.

**CONTRACTS**

A contract is a written mutual agreement between two or more parties and as such governs the relationship between the contracting parties. Each party to the contract has certain rights and corresponding obligations to fulfill and neither party has the right to deviate from the scope of the terms or requirements of the contract without the written consent of the other party.

A contract executed between the State and the contractor for an improvement of a highway provides that the performance of the work, including furnishing of labor and materials and fulfillment of other obligations, must be in accordance with the requirements of the plans, specifications, and other terms and requirements set forth in the contract.

The process of developing plans and a contract is relatively long and involves many stages along the way. Technology, standards, rules and statutes are seemingly in a constant state of change and necessitate corresponding changes to the plan, contract provisions, and specifications. Also, inadvertent discrepancies will occur in a plan or proposal. Due to these factors, it has been necessary to develop a hierarchy of the various contract documents as to which will govern, in the context of contract terms, in case of a discrepancy. This hierarchy is set forth in Section 5.4 of the Specifications and in Chapter 2 of this manual.

The Contractor must not begin work until the contract has been fully executed by all necessary parties. In some circumstances, the Contractor may ask to begin work prior to execution, this should not be allowed. The Bid Letting Office will send out a Notice to Proceed once the contract has been fully executed by all parties, and all necessary paperwork has been received.

**PLAN REVIEW**

The success of a project is largely dependent on the preparation of the project team. To ensure that you are familiar with the project, the plans and all contract provisions must be thoroughly reviewed prior to the Bid Letting. By reviewing the contract before award, you can catch any errors or omissions in the contract and reduce construction problems before they occur. If any member of the project team has questions regarding the work, consult with your supervisor, the Operations Support Office, or the design Engineer to clarify the intent of the contract.

**PROJECT RECORDS RETENTION**

Many documents are generated during the life of a typical DOT project from scoping through both design and construction. To ensure that project documents are filed properly and in a uniform manner across the Region and Area Offices, project files should be developed and utilized in accordance with the following guidance. Utilization of a standard filing system ensures that project documents can be easily located by any person, if and when necessary. Generally, project documentation that does not require signatures from outside entities may be stored electronically in the CMS system.

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**File Names and Numbers**

Use the file numbers in the table below for the following subjects, using only the numbers pertaining to your project's paper and electronic files. Most project documentation can and should be electronically stored within the Construction Management System (CMS) or the electronic document management system (EDMS, i.e., FileDirector) without paper copies being placed in the file. Emails that need to be retained for longer than two years must be transferred into FileDirector.

<b>File Number</b>	<b>File Name</b>	<b>Notes</b>
1	Preconstruction	Use for correspondence and data concerning a project generated before the letting of the contract.
2	Correspondence	Use for correspondence and data concerning a project generated after the letting of the contract, and is not covered by another file category.
3	Proposal, Contract and Subcontracts	
4	CCO's	
9	ROW Agreements & Royalty Payments	
11	Utilities	
12	Final Review	
13	Labor Compliance, Civil Rights & DBE	
25	Project Photos	
28	Shop Drawings & Submittals	
34	Environmental	
40	Inspection Reports	
41	Construction Diaries	

**Project Records Retention**

Retain the federal-aid project documents not previously stored electronically in CMS or FileDirector for three (3) years, starting after FHWA closes the contract.

Retain state-funded project documents not previously stored electronically in CMS or FileDirector for three (3) years, starting after DOT Finance processes the final voucher.

After the federally or state-funded project paper documents have been retained for the required three (3) years, scan them into the electronic document management system (EDMS, i.e., FileDirector) under Document Type DOT-134 "Project Files, Region".

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In some instances, it may be necessary to add folders to a file. It also may be necessary or beneficial to subdivide some of the categories, depending on the subject.

Further information can be found at [SD DOT Records Retention and Destruction Manual](#).

### **SPECIFICATIONS**

A specification is defined as a general term applied to all directions, provisions, and requirements pertaining to the performance of work. The SDDOT provides specifications in several forms including, but not limited to; addenda, project Q&A forum answers, special provisions, plan notes, plan details, standard plates, standard specifications, material manual requirements, referenced standards, and electronic design files.

The SDDOT Standard Specifications for Roads and Bridges contains a section (Section 5.4) which provides a hierarchy of the different forms of specifications and other contract documents.

Section 5.4 states the contents of the bidding package are essential parts of the contract. A requirement occurring in one is as binding as though occurring in all. The contents of the bidding package are intended to be complementary and to describe and provide for a complete work.

If any discrepancy exists, the governing ranking is:

- Addenda
- Project Q&A forum
- Special provisions
- Plans, including standard plates
- Standard specifications
- Electronic design files

Addenda will govern over the project Q&A forum unless a Department response in the project Q&A forum specifically addresses an addendum issued by the Department.

In case of a discrepancy between questions on the project Q&A forum regarding the same topic, the most recent question and answer will govern over previous questions and answers. Questions will be numbered on the project Q&A forum in order of date and time posted.

### **STANDARD SPECIFICATIONS FOR ROADS AND BRIDGES**

The Standard Specifications for Roads and Bridges is a book of specifications approved for general applications and repetitive use.

The standard specification book is only available in an electronic format at the following location:

Online @ <https://dot.sd.gov/doing-business/contractors/standard-specifications/>

Updates to the specification book will be incorporated into the electronic document and provided online with a new version each time the book is updated. Projects will be tied to a specific version based on the current version at the time of the bid letting.

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The standard specification book is composed of three divisions.

Division I	General Provisions	Sections 1 to 9
Division II	Construction Details	Sections 100 to 740
Division III	Materials Details	Sections 750 to 1050

The standard specification book has a table of contents in the front. The standard specification book is organized by section numbers that correlate to bid item numbers. Individual sections within Division II of the specification book are broken down into the following five items.

Description - Provides a description of what the work will consist of.

Materials - Provides material details and may refer to sections in Division III.

Construction Requirements - Provides construction details and requirements.

Method of Measurement - Provides the method of measurement, units, and accuracy for measuring items for payment.

Basis of Payment - Provides details of what is paid for under different bid items and what other work is included or incidental in payment.

### **ADDENDUM**

An addendum is a tool used to correct plan errors or omissions prior to the actual bid letting. Addendum items are to be submitted to the Bid Letting Engineer, who will coordinate the addendum with the Operations Support Office. The Bid Letting Engineer will distribute the addendum.

### **PROJECT QUESTION AND ANSWER FORUM**

Like an addendum, the project Q&A forum is a tool used to correct plan errors or omissions prior to the actual bid letting. Both Contractors and Department personnel can post questions to the project Q&A forum for clarification. Answers posted by the Department are contract binding. Project Q&A forum questions and answers are coordinated through the appropriate Department staff by the Bid Letting Engineer. Department responses are posted to the project Q&A forum by the Bid Letting Engineer or their representative.

### **SPECIAL PROVISIONS**

The purpose of a special provision is to modify, add, or remove portions of the standard specifications applicable to an individual project. Special provisions are located in the contract proposal for every project.

### **NON-SPECIFICATION WORK**

When work done on a project is not in conformance with the Specifications, the Project Engineer will be responsible for making the determination if the material is adequate to stay in place, or if

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the Contractor will be required to remove the work. If the Engineer or Inspector is aware that the material does not meet specifications before it is placed, it must not be incorporated into the work.

It is critical for the Engineer or Inspector to immediately notify the Contractor that material or work does not conform to the specifications. At the preconstruction meeting, discuss who should be made aware of specification deviations.

When non-specification material cannot be corrected and is allowed to remain in place, the Project Engineer will create a Report of Specification Deviation (DOT-18). This form is then sent to the Region Office so that they can make a final determination on the issue.

**PUBLIC CONVENIENCE AND SAFETY**

The Contractor will conduct the work on the project to minimize obstruction to traffic. The Contractor will provide for the safety and convenience of the general public and the residents along the highway and the protection of the persons and property as specified under Section 5.14 of the Specifications.

The Contractor will eliminate dust which causes a hazard or nuisance, by the application of water or other acceptable measure in the amounts and at a frequency directed by the Engineer. When the item does not appear in the estimate of quantities in the bidding package, the item will be paid for at the rate specified in Section 4.4. When the item appears in the estimate of quantities in the bidding package, the item so used will be paid for at the contract unit price.

In accordance with Section 7.7 of the Specifications, the Department will reimburse the Contractor for 100% of the actual quantities for furnishing and installing dust control under Section 205 of the Specifications.

**HAUL ROADS**

If it is apparent that a specific road needs to be used for a haul road for a project, an agreement with the local governmental agency charged with the control and maintenance of that road may be completed and executed. This agreement is documented on an Agreement for Use and Restoration of Haul Road Form (DOT-45). This agreement should be included in the contract documents.

As close as possible to hauling but prior to hauling, a joint inspection of all approved haul roads will be made by the Contractor, the governmental agency or political subdivision charged with the maintenance of the road, and the Engineer. Following this inspection, an agreement must be prepared on a Haul Route Inspection Report Agreement (Form DOT-45A), signed by the Contractor and the governmental agency or political subdivision stating existing conditions and setting forth any special conditions of restoration of the haul road. This agreement must be approved by the Engineer prior to hauling over the route.

The related costs for the maintenance and restoration of bridges, box culverts, pipe culverts, and roads that are not approved haul roads will be the responsibility of the Contractor. When haul roads are designated in the contract, an agreement on DOT-45 with the governmental agency or political subdivision charged with the control and maintenance of the designated roads, will be included in the contract.

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When hauling operations are completed, the Contractor will restore the haul road to a condition which satisfies the conditions stipulated in the agreement DOT-45A. The Engineer will determine the kind and amount of restoration work required. On all state routes, the Department will reimburse the Contractor for 100% of the actual quantities of the materials required to perform the necessary maintenance repairs. For all other approved routes, the Department will reimburse the Contractor 50% of the actual quantities for furnishing and placing the materials required to perform the necessary maintenance and repairs. Upon completion of the restoration work on a haul road, a joint inspection of the haul route will be made by the Contractor, the governmental agency or political subdivision charged with the control and maintenance of such route, and the Engineer. The Agreement for Use and Restoration of Haul Road Release (part of Form DOT-45 or DOT-45A) will be submitted to the Engineer.

If the government agency or political subdivision is refusing to sign off on the release form and seem to be making demands that go beyond normal restoration and turn into an improvement into the roadway, the Engineer should work with their Area and/or Region Engineer to determine how to proceed.

Should the Contractor elect to use different haul roads than those designated in the contract, or if no haul road is designated in the contract, the Contractor must secure written approval from the Engineer before the maintenance and repair of the haul road will be eligible for reimbursement. Approval will only be given if the road is a practical route for hauling materials.

### **DETOURS**

When a detour route is established in the plans, or a wet weather detour is necessary during construction, an Agreement for Use and Restoration of Detour and/or Wet Weather Detour (Form DOT-47) will be signed by the Department and the local entity to document the existing condition of the road. The Department is responsible for the maintenance of the detour and is also responsible for any repairs to the detour route to bring the roadway back to its original condition.

### **MATERIAL SOURCES**

When material sources are obtained by the Department, an Agreement to Sell Materials (Form DOT-44) will be included in the contract. This agreement outlines the amount of material that can be removed and the price that the Department will pay the landowner for this material. Prior to completion of the project, the Contractor will restore the borrow areas to the satisfaction of the owner. Restoration of these areas should be documented on the Material Pit Release (Form DOT-44R).

For more information regarding royalty payments to Landowners, see Chapter 7 of this manual.

### **FIELD LABS**

Field labs are generally specified on projects when the work is of a longer duration or the project is located a distance from one of the Region or Area testing facilities, such that it would be inefficient to travel back and forth to perform the required testing. Section 600 of the Specifications states that the location of the field lab must be satisfactory to the Engineer.

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A Field Lab Inspection Report (Form DOT-50) must be completed prior to acceptance and payment for the lab.

**CONTRACT TIME**

The Project Engineer is responsible for monitoring the work of the Contractor, so the work is completed in a timely manner. If it becomes apparent that the Contractor is falling behind schedule and the project is at risk of not being completed in accordance with the contract time requirements, the following procedure gives direction on notifying the Contractor of the situation using a Work Progress Letter (Form DOT-229). The Contractor will be required to respond as to the corrective action that will be taken to ensure completion within the contract time.

The Area Engineer, or designee, will assess the Contractor's progress to determine the Contractor's ability to complete the project within the specified contract time, considering the following:

- Current updated construction schedule and the schedule discussed at the preconstruction meeting
- Actual project progress
- Contract completion requirements

When completion within the contract time is unlikely, the Area Engineer will issue a letter (Form DOT-229) to the Contractor advising of the situation that includes the following information:

- Advising that the Contractor's progress appears inadequate and SD DOT expects corrective action by the Contractor.
- That the Contractor's response is required within 10 calendar days.
- That the Contractor's response must describe the measures to be taken to complete the work within contract time.

An exception would be when unexpected adverse weather or other factors beyond the Contractor's control cause the lack of timely progress. If in the opinions of the Area Engineer and Region Engineer, the Contractor would be granted a time extension, the letter is unnecessary.

If the Contractor does not provide a response reasonably addressing the concerns, or the Contractor does not follow through with the response, the Area Engineer will notify the Region Engineer and Director of Operations of the issue.

The Region Engineer and Director of Operations will consider the following courses of action:

- Termination of the contract pursuant to Section 8.10 of the Specifications.
- A change to the Contractor's prequalification status.
- Any other measures considered necessary to expedite progress.

The Region Engineer will provide directions to the Area Engineer regarding any Department action required.

It is very important that contract time is assessed uniformly across the state. Chapter 7 of this manual gives guidance on how to assess contract time in different situations.

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If additional work is added to the contract, the Contractor may be entitled to an increase in contract time. The procedures for increasing the contract time are included in Chapter 11 of this manual.

If for reasons beyond the Contractor's control the work cannot be completed within the specified contract time, the Contractor may make a written request for a time extension. The procedures for evaluating these requests are outlined in Chapter 11 of this manual.

### **TEMPORARY TRAFFIC CONTROL**

Temporary traffic control is one of the most important aspects of any project. A good traffic control plan ensures that the traveling public can navigate through the project with a minimal amount of disruption. Another benefit of having a good traffic control plan is that it increases the safety of the workers and project staff.

To ensure traffic control devices are maintained sufficiently even when the Contractor is not working, Section 634 of the Specifications requires the Contractor must designate an employee whose responsibility is the maintenance of traffic and traffic control devices, 24 hours a day, 7 days a week. This person must have training and experience in the field of construction traffic control and be knowledgeable about the MUTCD.

Construction signing and traffic control items should be regularly monitored throughout the course of the project and their compliance documented. Important items to be reviewed are included in the inspection checklists in Chapter 18 of this manual.

In addition, the SD DOT Work Zone Safety and Mobility Plan includes evaluation techniques during construction that include regular inspection of the temporary traffic control by project personnel, reviewing and responding to unanticipated traffic impacts, and adjustments of temporary traffic control as necessary.

For the safety of everyone working on the project, flaggers need to be certified and must be at least 18 years old. Before allowing flaggers to work on a project, it is important to check their qualifications.

### **SEQUENCE OF WORK**

Plans typically contain specific sequences of work to be followed. These sequences are also typically coordinated with contract time special provisions. It is important to review the sequence of work routinely throughout the project to ensure that you are familiar with the project and can anticipate what items of work the Contractor will be working on next. This will give the Engineer and Inspectors a better idea of where they will need to be so that inspections and materials testing can be performed as necessary.

### **DIARIES**

Field diaries are one of the most important aspects of any construction project. The diary should be full documentation of that day's project activities. When completing a diary, the "Five C's" should be remembered. Be Clear, Concise, Correct, Complete, and Current. If a project has a

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claim or lawsuit filed on it, the diaries are evidence that can be used to defend the Department. Information written in a diary carries much more weight than verbal testimony.

Diaries must be filled out in ink, and errors should be corrected by drawing one line through the text instead of erasing or scratching out the words.

At a minimum, the following items should be filled out every day.

- Date
- Project information – Project Number, PCN, County
- Weather
- Reasons for assessing or not assessing contract time
- If the Prime Contractor is working and which subcontractors are working
- Contractor's equipment working and not working
- Work in Progress
- Time arrived and left project
- Time work started and stopped – include any delays, and the reason for the delay
- Instructions received and given – include whom the instructions were given to and from
- Details of discussions with the Contractor, landowners, and other project stakeholders
- Accidents – include the persons involved, time, and details of the accident
- Visitors to the project

The diary should be signed immediately following the last entry for the day, not at the bottom of the page.

### **BUY AMERICA**

Permanently incorporated domestic iron & steel, manufactured (composite products) and construction materials are required on Department projects. Iron & steel, manufactured (composite) products, and construction materials must be produced in the United States in accordance with the Buy America requirements. Buy America preference applies to articles, materials, and supplies required to be consumed in, permanently incorporated into, or affixed to the completed project. Buy America preference does not apply to tools, equipment, and supplies such as temporary works and other temporary items brought to the project and removed at or before the final completion of the project. Temporary items are items that are not part of contract specifications, items that are not required in the design or final working drawings, and items that are removed or could be removed but allowed to remain in place if requested by the Contractor and approved by the Engineer.

The specifications provide allowance for minor quantities of foreign articles, materials, or supplies to remain in place.

The Office of Materials and Surfacing will provide notice to the Engineer on whether articles, materials, or supplies and their certifications meet the requirements to be deemed domestic (from the United States). If the letter states the origin of the article, material, or supply cannot be determined or that it is foreign, the Engineer must verify that the cost of the foreign article, material, or supply is under the minor quantity allowances.

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A letter verifying that the foreign article, material, or supply does not exceed the allowable maximum should be sent by the Engineer to the Materials and Surfacing Office (Certification Program Administrator). A copy of the letter along with computations must also be filed in the project file.