MANUAL OF QUALITY STANDARDS

FOR

CONSULTANT SERVICES

WITH THE

GEORGIA DEPARTMENT OF TRANSPORTATION

Georgia Department of Transportation

September 15, 2005
This manual was developed by the Georgia Quality Initiative (GQI) QC/QA Subcommittee. The information in the manual is intended to ensure the delivery of quality plans and documents produced by professional consultants under contract with the Georgia Department of Transportation (GDOT). The manual includes definitions of terms; an overview of QC and QA; the roles and responsibilities of both GDOT and consultants in the quality process; joint training and education in quality methods; references to checklists and other aids to assist in the quality process; and procedures to measure and document the quality of the delivered product and to ensure continuous improvements in quality.
## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. General</strong></td>
<td></td>
</tr>
<tr>
<td>A. Overview of QC/QA</td>
<td>4</td>
</tr>
<tr>
<td>B. Definitions</td>
<td>5</td>
</tr>
<tr>
<td>C. Use of Consultant Services by GDOT</td>
<td>6</td>
</tr>
<tr>
<td>D. Authority</td>
<td>6</td>
</tr>
<tr>
<td><strong>II. Critical Areas</strong></td>
<td></td>
</tr>
<tr>
<td>A. Quality Control Plan</td>
<td>6</td>
</tr>
<tr>
<td>B. Project Management Plan</td>
<td>7</td>
</tr>
<tr>
<td>C. Plan Development Process</td>
<td>8</td>
</tr>
<tr>
<td><strong>III. Accountability</strong></td>
<td></td>
</tr>
<tr>
<td>A. Roles and Responsibilities</td>
<td>8</td>
</tr>
<tr>
<td>1. Consultant Responsibilities</td>
<td>9</td>
</tr>
<tr>
<td>2. GDOT Responsibilities</td>
<td>10</td>
</tr>
<tr>
<td><strong>IV. Documentation</strong></td>
<td></td>
</tr>
<tr>
<td>A. Checklists</td>
<td>11</td>
</tr>
<tr>
<td>i. Project Quality Certification</td>
<td>11</td>
</tr>
<tr>
<td>ii. Field Plan Reviews</td>
<td>11</td>
</tr>
<tr>
<td>iii. Right-of-Way Plans</td>
<td>11</td>
</tr>
<tr>
<td>iv. Designer’s Checklist for Plans Submittal (to Contract Administration)</td>
<td>11</td>
</tr>
<tr>
<td>B. Measuring Quality</td>
<td>12</td>
</tr>
<tr>
<td>i. Performance Measures</td>
<td>12</td>
</tr>
<tr>
<td>ii. Consultant Performance Evaluation Forms</td>
<td>12</td>
</tr>
<tr>
<td>iii. Complimentary Quality Control Efforts</td>
<td>12</td>
</tr>
<tr>
<td><strong>V. Training and Continuing Education</strong></td>
<td>13</td>
</tr>
<tr>
<td><strong>VI. Appendix</strong></td>
<td></td>
</tr>
<tr>
<td>A. Project Quality Certification Checklist</td>
<td>14</td>
</tr>
<tr>
<td>B. Field Plan Reviews Checklists</td>
<td>14</td>
</tr>
<tr>
<td>C. Right-of-Way Plans Checklist</td>
<td>14</td>
</tr>
<tr>
<td>D. Designer’s Checklist for Final Plans Submittal</td>
<td>14</td>
</tr>
<tr>
<td>E. Responsibility Chart</td>
<td>14</td>
</tr>
</tbody>
</table>
I. GENERAL

A. OVERVIEW OF QC/QA

Quality is the result of several ongoing processes. It requires many individuals performing appropriate activities at the correct time during the plan development process. Quality control does not just consist of a review after a work product is completed. Quality requires performing all activities in conformance with GDOT requirements and expectations.

Quality control is an ongoing deliberate process, planned and carried out by the consultant. Quality control is based on the belief that:

- Quality control should ensure that the work is done correctly the first time.
- Quality is achieved by focusing on preventing problems or errors rather than reacting to them.
- Quality is achieved by qualified individuals performing all work functions.
- Quality is achieved by providing proper training of personnel and ensuring that all personnel remain current on the knowledge and skills needed for their position.
- Quality is controlled by adequate planning, coordination, supervision, and technical direction; proper definition and a clear understanding of job requirements and procedures; and the use of appropriately skilled personnel.
- Quality is verified through checking, reviewing, and monitoring of work activities, with documentation by experienced, qualified individuals who are not directly responsible for performing the work.

To implement a quality control plan, a project manager:

- Selects and assigns qualified professionals to perform the project tasks.
- Assigns qualified specialists to oversee all elements of the work and carry out a consistent, deliberate program of quality control.
- Instills a sense of ownership and personal concern felt by every person on the design team towards quality and continually improving the quality process.
• Makes certain that all personnel involved in performing the work have a clear understanding of the scope and intent of the overall project, and the appropriate design criteria and environmental concerns, in order to ensure that the work product meets or exceeds GDOT expectations.

• Makes certain that all personnel involved in performing the work are aware of the project schedule, and understand the importance of meeting intermediate deadlines as well as final completion dates.

• Makes certain that designers and reviewers have a clear understanding of the work requirements and of their responsibilities.

• Arranges for peer reviews to be conducted by qualified personnel outside of the design team.

• Documents the quality control process properly, to the degree appropriate to each project.

A quality process must adhere to three basic principles:

• Prevent errors from being introduced. At least as much effort should be placed in preventing errors as in finding the errors later.

• Ensure that errors are detected and corrected as early as possible. Therefore, quality controls, which include checking and back-checking procedures, must be implemented during all phases of the work.

• Eliminate the causes of the errors as well as the errors themselves. By removing the cause, the quality process has been improved.

B. DEFINITIONS

**Quality** is defined as the degree to which a product or service meets or exceeds a customer's requirements and expectations.

**Quality Management** is all activities of the overall management function that determine quality policy, objectives, and responsibilities, and implement them by means such as quality planning, quality assurance, quality control, and quality improvement within the system.

**Quality Control (QC)** refers to the operational activities put in place to control the quality of a product or service. These include such activities as providing clear decisions and directions, constant supervision by experienced individuals, immediate review of completed activities for accuracy and completeness, and accurate documentation of all decisions, assumptions, and recommendations. Quality control procedures, if followed, should ensure that the work is done correctly the first time. Essentially, QA is what the project manager does to confirm that a QC program is effective and provides feedback upon which further development of the QC program can be made.

**Quality Assurance (QA)** refers to the certainty that products and services meet the requirements for quality. The objective of quality assurance is the continual improvement of the total delivery process to enhance quality, productivity, and customer satisfaction. Essentially, quality assurance describes the process of enforcing quality control standards. When quality assurance is well-implemented, progressive improvement in terms of both reducing errors and omissions and increasing product usability and performance should be noted. Quality assurance should function as a "voice" for the customer, a reminder that the work product is intended for use by a customer.
**Quality Control Plan** is a comprehensive, well-defined, written set of procedures and activities aimed at delivering products that meet or exceed a customer's expectations, as expressed in contract documents and other published sources. A quality control plan will identify the organization or individuals responsible for quality control and the specific procedures used to ensure delivery of a quality product. A quality control plan will also detail quality assurance measures and the method of accountability and required documentation.

**C. CONSULTANT SERVICES**

The Georgia Department of Transportation ("GDOT") recognizes that consultant services are a useful and effective means of meeting the Department's needs for professional services.

GDOT and the consultant share a common goal: the successful completion of the work on schedule and within the budget. It is only through strong cooperation, communication, mutual support, and a sense of trust and confidence that the two parties can achieve that goal. Both parties must actively work to build a strong, lasting relationship that will contribute to the production of quality work that meets or exceeds the expectations and needs of GDOT and its customers – the traveling public and the citizens of Georgia.

**D. AUTHORITY**

A primary emphasis must be placed on providing high quality in the development of roadway plans. In the design process, the Project Manager is responsible for the project design and compilation of the plan assembly and also decides when plans have been developed to the point that Quality Reviews are to be made. Plans are to be reviewed for design, accuracy of quantities, presentation of information, and compliance with guidelines, policies, and procedures as adopted by the Department. The Program Manager is both responsible and accountable for the quality of all of the projects under his/her management.

Consultant prepared plans will be reviewed as part of the consultant’s quality control process at the Field Plan Review stage, right of way and construction phases (at a minimum) prior to submittal to the Department. The consultant’s in-house quality control procedures should be on file in the Office Consultant Design for each specific project involving road plans. Plans are to be submitted by the consultant to the section in the Department that is responsible for hiring the consultant. A review by that section should first be done to determine if the consultant’s plans are in compliance with the terms of the agreement.

**II. CRITICAL AREAS**

**A. The Quality Control Plan**

The Quality Control Plan (QCP) is a comprehensive, well-defined, written set of procedures and activities aimed at delivering products that meet or exceed a customer's expectations, as expressed in contract documents and other published sources. A Quality Control Plan will identify the organization or individuals responsible for quality control and the specific procedures used to
ensure delivery of a quality product. A Quality Control Plan will also detail quality assurance measures and the method of accountability and required documentation. The need for and a budget to support the preparation and execution of the project's Quality Control Plan shall be established in the consultant's proposal and during fee negotiations.

The consultant shall prepare the Quality Control Plan for review and approval within 45 days of GDOT's authorization of Notice to Proceed (NTP). The QCP is to provide all project personnel with the requirements to assure a quality design is delivered to the Department. The consultant will work closely with the environmental consultants during concept development in order to identify and resolve issues in the earliest stages of concept development.

The QCP shall include:

1. Project quality control requirements
2. Project deliverables showing person responsible and estimated date of completion
3. Planning and review process for the project
4. Organization chart showing Quality Control responsibilities of each manager
5. Format for checking plans and calculations
6. Format for quality assurance records; the Project Manager or his assignee shall be responsible for documenting and maintaining quality assurance records for the project. The records will include, but not be limited to, the following:
   a. Check prints for clarity, review calculations
   b. Marked-up set of plans
   c. Field Plan Review Report and responses
   d. Completeness checklists
   e. Minutes of coordination meetings/quality assurance meetings
   f. Phone logs
   g. Review comments from senior technical advisors and responses
   h. Peer review letters and responses
   i. Any other correspondence regarding quality assurance/control
7. Quality assurance activities shall be included in the monthly progress report

B. The Project Management Plan

Based on the approved concept, the Project Manager shall prepare a Project Design Data Book (PDDB). The Project Design Data Book shall define the proposed project design parameters for each roadway or transportation element and can serve as a continuity resource book/abbreviated historical record. The PDDB is not the project correspondence file and the Concept Report will form the basis of it.

At a minimum it should also contain the following information for each roadway:

1. Name of each roadway, classification of each roadway, general configuration (including but not limited to number of lanes, lane widths, minimum horizontal curve radius, typical section including median widths, shoulder widths and ditch widths, access control, and sidewalk locations), speed design, and minimum width of right-of-way
2. Preliminary sketch of each roadway intersection showing basic laneage, auxiliary and turn lanes, and lengths of turn lanes and tapers
3. Interchange and median opening locations
4. Preliminary sketch of bridges and walls
5. Traffic capacity analysis for the “Build Alternative” and “No-Build Alternatives”
6. Clear zone requirements, and horizontal and vertical clearances at structures and utilities
7. Drainage criteria for the major types of systems, rivers and streams, cross drains longitudinal drains, and low point and normal catch basins
8. Environmental concerns and mitigation of adverse impacts
9. List of public officials, citizens, and citizens groups contacted to date
10. Proposed public involvement plan
11. Driveway design parameters such as general widths and maximum and minimum widths for residential and commercial driveways, and maximum driveway grades for residential and commercial driveways
12. Preliminary typical sections
13. List of team members providing key contact information
14. List of known utility, ITS, and railroad owners

C. The Plan Development Process

The Plan Development Process (PDP) sets forth the current procedures and steps necessary for the Georgia Department of Transportation (GDOT) to administer Federal-Aid projects in accordance with the policies and objectives of Titles 23, 40, and 42 United States Code, and to administer State-Aid projects to fulfill the policies and objectives of Title 32, Official Code of Georgia Annotated. The PDP outlines the current process of project development from project identification through construction award.

The Department has adopted the Plan Presentation Guide (PPG) to give the Project Manager guidance in the way information is to be presented and included in the plan packages. This document should be consulted in order to standardize the appearance of GDOT plans and ensure the appropriate information is included for construction.

It is a goal of the Division of Preconstruction to develop a quality set of right of way plans, construction plans, and bid documents through a cooperative effort with its stakeholders that results in a project design and implementation that is the best transportation value for the taxpayers of Georgia.

Following the PDP will be the basis for any Quality Control Process. During the course of developing the project it is inevitable that some changes will need to be made. The steps outlines in the PDP are designed to minimize the impact of any changes that need to be made as the plans are prepared. It is critical that all of the stakeholders be notified immediately when the need for a change is identified.

III. ACCOUNTABILITY

A. ROLES AND RESPONSIBILITIES

GDOT and the consultant share responsibility to ensure that a quality product is produced. It is GDOT's responsibility to clearly define and communicate its requirements and expectations to the consultant before the work is initiated. It is the consultant's responsibility to perform the work in accordance with those requirements. Both parties should work together to continuously improve the work processes.
The consultant firm has represented to GDOT that it is capable and willing to perform the work in a professional and competent manner, and GDOT has relied on that representation in selecting the consultant to perform the work. Consultants will be fully responsible for quality control of the work. GDOT's project managers will typically not review the consultant's work in detail. Generally, GDOT will maintain limited oversight of the consultant's work, with emphasis on the following areas:

- Project concept development, concept validation, and ensuring that plan development is consistent with the approved concept.
- Satisfactory and timely resolution of environmental issues.
- AASHTO "Green Book" guidelines.
- Requirements of the Plan Development Process.
- Strict compliance with the GDOT Electronic Data Guidelines.
- Adherence to the project schedule, including intermediate and final completion dates.
- Conformity with GDOT design criteria, rules, regulations, and policies.

*Failure of GDOT to review or comment on any portion of the consultant's work does not imply approval of the work, nor does acceptance of the work imply approval.* In most cases, the consultant's work will also be subject to review by GDOT personnel other than the designated project manager, including review comments resulting from field plan reviews. The project manager will transmit these review comments to the consultant. Corrections to the work shall be made promptly, and if the corrections are required as a result of the consultant's errors or omissions, as determined by GDOT, the corrections shall be made at the consultant's expense. This requirement shall exist through the end of construction of the project.

The consultant may also be responsible for additional construction costs that are incurred as a result of plan errors or omissions. A separate GPTQ committee is investigating the most equitable method to address this issue.

The following assignments of responsibilities are not intended to be comprehensive, but represent some of the most important concerns of GDOT:

1. **Consultant's Responsibilities:**
   1. The consultant shall become familiar with GDOT's Plan Presentation Guide and shall develop plan drawings in accordance with the Plan Presentation Guide.
   2. The consultant shall provide a quality design which is cost-effective in terms of both initial right of way and construction costs and life cycle cost.
   3. The design shall thoroughly address environmental considerations, impacts to the public, and aesthetic treatments where appropriate. The design shall comply with any commitments noted in the approved environmental document.
   4. The consultant shall be proactive throughout the Plan Development Process in ensuring the advancement of the project to meet or exceed the project schedule. The consultant is expected to be familiar with GDOT's Plan Development Process and with the federal and state laws and GDOT policies which affect the Plan Development Process. The consultant
shall devote the necessary resources to ensure that plan completion dates, including intermediate dates, are met.

5. The consultant's named principals, key personnel, and technical experts were an important factor in the selection of the consultant, as were any named subconsultants. GDOT expects that those persons will perform in the roles listed in the statement of qualifications or proposal. Any proposed changes in personnel assignments shall be submitted to GDOT for approval.

6. GDOT considers that it is an important client to the consultant and expects the same dedication and priority to its work as would be given to other clients.

7. The consultant shall act as an extension of the GDOT staff and shall actively represent GDOT in discussions and liaison with other agencies, organizations, and stakeholders involved in the project. However, the consultant shall not commit GDOT or make significant decisions on GDOT's behalf when representing GDOT to others unless express permission has been given.

8. The consultant shall regularly report in writing to GDOT's project manager on the status of the work, including any decisions required to be made by GDOT.

9. The consultant has total responsibility for the accuracy and completeness of the work. All deliverables shall have quality control reviews by the consultant prior to submittals.

10. The consultant shall submit monthly reports and payment invoices in approved formats with all required information.

11. Supplemental work shall not be performed prior to the execution of a supplemental agreement and a notice to proceed.

12. Additional construction costs that result from plan errors or omissions.

2. GDOT's Responsibilities:

1. GDOT shall provide the consultant with the most complete and accurate information available about the project scope and required design criteria. Consultant services agreements shall be written in clear, unambiguous language, and shall include an accurate, comprehensive scope of services.

2. GDOT shall develop and maintain a Plan Development Process document which will clearly describe the processes by which projects are advanced from concept through final plans and specifications.

3. GDOT shall develop and maintain a Plan Presentation Guide document which will clearly describe the required formats and appearance for plan sheets.

4. GDOT shall designate and effectively support a project manager to work directly with the consultant, to provide the consultant with timely information and decisions, and to act as liaison with other agencies, organizations, and stakeholders involved in the project.

5. GDOT's project manager shall be reasonably available for consultant contacts, with the understanding, however, that the consultant is expected to perform the work satisfactorily with minimal direction from GDOT.

6. GDOT shall ensure that deliverables are provided fully and on schedule; provided, however, that the consultant anticipates needs and submits requests sufficiently in advance of the required delivery date.

7. GDOT shall respond to requests for supplemental agreements in a timely manner and will grant supplemental agreements when warranted.

8. When accurate and complete invoices are provided, GDOT shall process payment invoices and make payments promptly.
3. RESPONSIIBILITY CHART

GDOT provides a responsibility table for use in developing a scope of services for design contracts. This table includes a listing of all activities that are to be included in the design of the project, and the two parties will review the table to determine which activities are to be done by the consultant and which activities are to be done by GDOT.

The responsibilities for each project will be determined during the cost proposal negotiations.

A copy of the current form is included in the appendix.

IV. DOCUMENTATION

A. CHECKLISTS

i. Project Quality Certification

An official or principal of the consultant firm shall sign a certification that will accompany each submittal stating that the work being submitted has been prepared and reviewed in accordance with established policies, standards, and guidelines; and that the consultant's Quality Control Plan has been fully complied with. If the submitted work involves engineering, the person signing the certification shall be a licensed Professional Engineer in the State of Georgia.

A copy of the current Project Quality Certification Checklist is in the appendix.

ii. Field Plan Review Checklists

Use the link below for information on Preliminary and Final Field Plan Review checklists and reports.

http://www.dot.state.ga.us/topps/ss/engserv/2440-1.htm

iii. Right Of Way Plans Checklist

The Right of Way Checklist must be completed and provided with the Right of Way Plans submittal.

A copy of the Right of Way Checklist is included in the appendix.

iv. Designer’s Checklist for Plans Submittal (To Contracts Administration)

Use the link below for information on the Contracts Administration Designer’s Checklist for Plans Submittal.

B. MEASURING QUALITY

To assure that a quality product is obtained, some measure of quality is essential, since following procedures and processes do not guarantee a quality product. A Quality Control Plan should be more than simply a compliance review process that is followed with the hope that if all the procedures are followed, a quality product will result. Without an assessment of overall quality, it is not known if quality is improving.

i. PERFORMANCE MEASURES

Use the link below for information on key focus areas in the review processes at the concept review stage, the preliminary field plan review inspection stage, and the final field plan review inspection stage of plan development.

http://www.dot.state.ga.us/topps/ss/engserv/2440-2.htm

ii. CONSULTANT PERFORMANCE EVALUATION FORMS

GDOT has implemented a process in which both consultants and GDOT will be evaluated on their performance for the work done under each consultant services agreement. It is expected that this evaluation and feedback will help in identifying problems and will contribute significantly to quality improvements. For more information, please use the link below.

http://www.dot.state.ga.us/dot/preconstruction/consultantdesign/PerfCon.doc

iii. COMPLIMENTARY QUALITY CONTROL EFFORTS

Quality control programs should promote quality through activities other than plan-phase reviews alone. Reviews that assess overall plan quality and the effectiveness of the quality control program should also be made. From these larger-scale reviews, problem areas, quality control needs, and possible corrective actions can be identified. Assessments of the overall effectiveness of quality control programs can be made through the following types of reviews:

1. **Constructability Reviews – Construction Completed.** The District Construction Engineer or his representative will arrange and conduct a joint meeting of Preconstruction and Construction staff and the design consultant to discuss selected consultant-designed projects completed by Construction. The discussions shall focus on recurring construction problems that may have been preventable during design and shall include causes of supplemental agreements and cost and time adjustments to the original construction contract. The purpose of these discussions is mutual awareness and minimization of future design and construction problems.

2. **Constructability Reviews – During Construction.** The District Construction Engineer or his representative will arrange and conduct on-site meetings as necessary to observe and discuss design-related problems which arise during construction. These meetings will be attended by the appropriate Preconstruction and Construction personnel and the design consultant. Typically, these reviews will be warranted by unique or timely issues which should be called to
the attention of the Preconstruction personnel and the consultant(s) who were involved in the design of the project.

V. TRAINING AND CONTINUING EDUCATION

Continual improvement is at the heart of all quality control programs, and learning is at the heart of continual improvement. Probably one of the most difficult challenges facing organizations is meeting the requirement for continual improvement. Organizations that embrace a culture of learning can gain great benefits from training and re-training their personnel.

The Georgia Department of Transportation and its consultants, through the Georgia Partnership for Transportation Quality (GPTQ), have established a program for joint training and continuing education opportunities. Training includes both technical instruction and quality improvement issues. This collaborative effort has resulted in better-trained design personnel, more consistency in design methods, and improved quality of work. These training programs are a vital part of the ongoing effort to improve the quality of design services.

The American Council of Engineering Companies of Georgia (ACEC/GA) offers many opportunities for training and education. Information about these opportunities and online registration are on the ACEC/GA website at www.acecga.org. The ACEC/GA's Strategic Plan emphasizes the mission of providing educational and training opportunities for the engineering community. Training activities can be found on the ACECGA website in the "Events" sidebar.

The Georgia Department of Transportation also develops and presents numerous training courses, often in conjunction with the ACECGA. Information on these courses can be found on the GDOT website at www.dot.state.ga.us/dot/personnel/training/training_ext/training/schedule.shtml. Many of the GDOT and ACEC/GA meetings, training courses, and seminars offer continuing education Professional Development Hours, and certification of attendance is provided to attendees.

Universities also provide opportunities for licensed engineers to receive training in their fields of expertise. By offering courses that offer CEU credits and/or PDH hours, the university system in Georgia and other states supports the continuing advancement of the engineering profession.

One often overlooked aspect of training and continuing education is that of internal training offered by various private and public organizations to their respective employees. This kind of internal training not only deepens an engineer’s existing knowledge, but also provides a wider field of knowledge from which the engineer can make more well-informed design decisions. Internal training can provide PDH hours and/or CEU credits (in the case of video courses offered by universities for distance learning).

It is anticipated that online training will be utilized significantly in the future. The FHWA and NHI have evaluated a few pilot programs, and it is expected that this training mode will be very cost-effective and widely used in the near future. Companies such as Bentley and CAiCE offer training courses for users of their software. This kind of training is important, especially for new users of software to better negotiate the learning curve often associated with new software. In some cases this training is already available online.
Assessing the effectiveness of training activities is vital to continual improvement of the quality process. Measures such as testing before and after training, post-training surveys, and follow-up needs assessment should be used in determining the effectiveness of training activities.

GDOT and the consultant community also support and encourage their employees to join and be active in professional organizations such as ASHE, ASCE, NSPE, AWWA and ITE, which allows the opportunity to meet other professionals in a more informal setting than the workplace. These meetings feature events and activities that provide professional education and training, as well as fostering improved relationships between GDOT and consultant personnel.

In addition, GDOT and the consultant community encourage their employees to seek appropriate professional licensing or certification in the belief that increased professionalism contributes significantly to quality improvements.

VI. APPENDIX

Copies of current checklists that are not available via the Internet are included in the Appendix.

APPENDIX A. Project Quality Certification: Attached as separate file (ProjQualCertChecklist08_24_05.doc)

APPENDIX B. Use the link below for information on Preliminary and Final Field Plan Review checklists and reports.

http://www.dot.state.ga.us/topps/ss/engserv/2440-1.htm

APPENDIX C. Checklist For Right Of Way Plans: Attached as separate file (ROWChecklist06_08_05.doc)

APPENDIX D. Designer’s Checklist for Plans Submittal (To Contracts Administration)

Use the link below for information on the Contracts Administration Designer’s Checklist for Plans Submittal.


APPENDIX E. Responsibility Chart: Attached as separate file (ResponsibilityChart.doc)