



STAFF AUGMENTATION IN THE VDOT RICHMOND DISTRICT

Presentation to ASHE Old Dominion Section

| Joe Fecek, P.E.

September 12, 2024

Welcome to Richmond District

Introduction by:

Scott Chapman, P.E.

Richmond District L&D Engineer

Presentation by:

Joe Fecek, P.E.

Richmond District Asst. L&D Engineer

Project Advancement in The VDOT Richmond District

What is Project Advancement?

The current Dashboard metric is 70% On Time, meaning 30% of projects may not be Awarded on time. This can lead to a backlog in moving funds out of the system.

Commissioner visits to each District to emphasis the need to "spend down" the current surplus of funds in the system. ***"Project execution has not kept pace with the significant increase in funding in recent years."***

The term "Portfolio" is a new way to describe the set of projects in the Six Year Improvement Plan (SYIP). A renewed approach to monitoring the program of projects with focus also on spending the dollars that enter the SYIP.

Project Advancement in The VDOT Richmond District

What is driving the Project Portfolio Approach?

The portfolio approach looks at project development in new ways:

- **Backlog:** projects in the system that have not met Award date
- **PE Slow Progress:** Project has initiated PE and has not closed scoping for 2 or more years
- **CN Slow Progress:** Project has not yet reached Advertisement AND the duration from PE Start to CN Start (advertisement) is longer than 4 years for Tier 1 and 5 years for Tier 2
- **No Progress:** if Pool status of Critical Decision Needed
- **Scoping Progress:** "current" activity 22 scoping end date scheduled within current fiscal year
- **New Phase Start:** Project has one or more phase starts scheduled to start in current fiscal year

Staff Augmentation in The VDOT Richmond District

Today's Speaker: Joe Fecek, P.E.



Joe Fecek, P.E. currently serves as the Assistant District L&D Engineer for the Virginia Department of Transportation in Colonial Heights, Virginia. He is responsible for the delivery of preliminary engineering projects for the VDOT construction program within the District. He oversees in-house and consultant road design, hydraulics, quality control, and cost estimating. He is also heavily integrated into the Richmond District's Planning and Local Assistance Program efforts as a technical advisor and contributor. Joe has over twenty years of public and private highway design and project delivery experience including the last 11 years with VDOT. Joe is currently a registered engineer in Virginia and Pennsylvania and holds a Bachelor of Science degree in Civil Engineering from The University of Pittsburgh in Pittsburgh, Pennsylvania.

Staff Augmentation in The VDOT Richmond District

Ground Rules!

Today's presentation is intended to be **INTERACTIVE**.

Attendees are encouraged to:

Ask questions

Offer thoughts

Explore ideas

Follow-up after the presentation

Staff Augmentation in The VDOT Richmond District

My Team

Marian Costin, Richmond District Quality Control Engineer

Chris Elder, P.E. - Senior Engineer

Jessica Ogilvie, P.E. - Senior Engineer

Vacant - District Estimator

Jim Brent, P.E. - District Hydraulics Engineer

Mike Tatom, P.E. - Senior Engineer Teamleader

Staff Augmentation in The VDOT Richmond District

Project Management Leadership Team

Roy Soto, P.E. - Asst. District L&D Engineer

Tony Haverly, P.E. - Senior Project Manager Supervisor

Jerry Whitlock, P.E. - Senior Project Manager Supervisor

Staff Augmentation in The VDOT Richmond District

VDOT District Contributors

Scott Chapman, P.E. – District L&D Engineer

Rob Vilak, P.E. – District Traffic Engineer

Palmer Stearns – District Environmental Manager

Melinda Baicy – Local Assistance Manager

Mark Riblett, P.E. – Richmond District ADE PD/PIM

Staff Augmentation in The VDOT Richmond District

Industry Contributors

Mark Vasco, P.E. - WRA

Rodney Hayzlett, P.E. – JMT

Kevin Reichert, P.E. – HDR

Tre Hall, P.E. – WSP

Brian McPeters, P.E. – Kimley Horn

Chris Colson, P.E. - ATCS

Staff Augmentation in The VDOT Richmond District

How does Richmond District utilize staff augmentation?

Construction Inspection

Bridge Section

Location and Design Section

Environmental Section

Traffic Engineering Section

Staff Augmentation in The VDOT Richmond District

Richmond District L&D staff augmentation philosophies

Industry partner augmentees are an extension of our staff, It is not “us” and “them”
Staff augmentation is always under the direction of VDOT responsible charge engineers

Reviews by staff augmentees is the work of VDOT staff

It's a two-way street, we are accountable to each other and fairness is paramount

We don't have to have all the answers or plan for all contingencies to get started

Generally, Part-time commitments are preferred

Augmentee training is the responsibility of the firm

Be transparent. Bad news does not get better with time

Utilize subconsultants as appropriate to extend available staff

Staff Augmentation in The VDOT Richmond District

Why does Richmond District need to augment our staff?

The program has grown

Access to resources

We support other sections

Higher expectations

Access to additional skillsets and expertise

Training and support during recruitment and onboarding

Excellent internal and external customer service

Accountability to Agency and District leadership

Staff Augmentation in The VDOT Richmond District

The program has grown

Approximately 100 projects in the Richmond District Portfolio

Estimated value is about is \$1.4 Billion!

Richmond District has 18 project managers/coordinators

Staff Augmentation in The VDOT Richmond District

2021 Statewide Design Term Contracts Summary

District	# of Tasks	Average Value	Total Value	# of Staff Augmenetation
Bristol	23	\$ 276,054.00	\$ 6,349,000.00	2
Culpeper	26	\$ 382,186.00	\$ 9,936,000.00	3
Fredericksburg	26	\$ 178,615.00	\$ 6,243,000.00	2
Hampton Roads	44	\$ 232,471.00	\$10,228,000.00	3
Lynchburg	25	\$ 333,231.00	\$ 8,330,000.00	1
NOVA	46	\$ 169,820.00	\$ 7,811,000.00	13
Richmond	84	\$ 244,060.00	\$20,501,000.00	30
Salem	37	\$ 290,167.00	\$10,736,000.00	4
Staunton	21	\$ 314,151.00	\$ 6,597,000.00	2
Central Office	40	\$ 178,615.00	\$ 7,144,000.00	14
Total	372	\$ 252,366.00	\$93,880,000.00	74

Staff Augmentation in The VDOT Richmond District

2023 Design Term Contracts Summary (through 2/4/24)

District	# of Tasks	Average Value	Total Value	# of Staff Augmenetation
Bristol	2	NA	\$ 699,000.00	2
Culpeper	3	NA	\$ 686,287.00	0
Fredericksburg	2	NA	\$ 1,222,000.00	0
Hampton Roads	0	NA	\$ -	0
Lynchburg	1	NA	\$ 653,715.00	0
NOVA	2	NA	\$ 336,719.00	1
Richmond	8	NA	\$ 3,763,000.00	4
Salem	4	NA	\$ 1,229,000.00	3
Staunton	2	NA	\$ 401,841.00	0
Central Office	3	NA	\$ 423,274.00	2
Total	27		\$ 9,417,000.00	12

Staff Augmentation in The VDOT Richmond District

Richmond District L&D Staff Augmentation Use 2024

Jan 2024: 506 hrs, 12 staff
Feb 2024: 1079 hrs, 18 staff
Mar 2024: 760 hrs, 13 staff
Apr 2024: 1185 hrs, 25 staff
May 2024: 656 hrs, 15 staff
June 2024: 829 hrs, 25 staff
July 2024: 1072 hrs, 23 staff
Aug 2024: 1180 hrs, 28 staff

Total: 7267 hrs

Average: 908 hrs/month (Equivalent of 6 full time staff)

Staff Augmentation in The VDOT Richmond District

Support of other sections and partners

L&D (Project Management, Roadway, Hydraulics, and Quality Control)

Planning (Smart Scale, SGR, Studies, etc.)

Locally Administered Program (Oversight and Training)

Traffic Engineering (Drafting)

Design-Build and Megaprojects

District Maintenance, Residencies, and Land Use

District Construction

District Leadership

Local Partners

Staff Augmentation in The VDOT Richmond District

Higher Expectations

Enhanced pre-scoping activity

Risk identification and mitigation

Accurate estimating

Implement design flexibility/Common Sense Engineering

Open Roads Designer (ORD)

Timely and consistent feedback

Coordination with other sections

Staff Augmentation in The VDOT Richmond District

Access to additional skillsets and expertise

Innovative Intersections

Constructability

Earthwork

Open Roads Designer (ORD)

Estimating

Quality Control and Technical Design Reviews

Staff Augmentation in The VDOT Richmond District

Training and support during recruitment and onboarding

Short-term assignments to replace capacity voids left by vacancies
Improves employee development

Staff Augmentation in The VDOT Richmond District

Excellent internal and external customer service

Better reporting

Consistent and actionable reviews

Over the shoulder reviews

Better scope and fee requests

Staff Augmentation in The VDOT Richmond District

Accountability to the Agency and District leadership

Improved data integrity

Better programming

Meeting fiscal obligations

Less work orders in construction

Consistent public involvement

Staff Augmentation in The VDOT Richmond District



Staff Augmentation in The VDOT Richmond District

Thank You for attending today

Thank you to the ASHE board for inviting us to speak

For more information, you can contact me at:

joe.fecek@vdot.virginia.gov