



## Transportation Cabinet asks organizations to shed light on work zone safety during National Work Zone Safety Week



The Bluegrass will soon be glowing orange with the help of local businesses shedding light on the importance of work zone safety. The Kentucky Transportation Cabinet (KYTC) invites organizations and residents

to pledge to light buildings, structures, bridges and homes in the color orange on Wednesday, April 10 as part of the “Glow Orange, Kentucky” initiative inspired by the nation’s observance of “Go Orange Day” to promote work zone safety.

First introduced in 2017, the “Glow Orange, Kentucky” initiative drew participation from 13 organizations, lighting prominent Kentucky structures like the Florence Y’all Water Tower in northern Kentucky and the Big Four Bridge in Louisville. Organizations are asked to complete an online pledge form by Friday, March 22. Participants will be featured in the KYTC’s promotional materials during National Work Zone Awareness Week (NWZAW) April 8-12.

“We appreciate the continued participation of businesses to bring awareness to work zone safety,” said KYTC Secretary

Greg Thomas. “Each year, the Glow Orange initiative reminds drivers to drive cautiously through work zones and to avoid distractions. Their continued support helps to keep our Kentucky work zones safe.”

According to the Federal Highway Administration (FHWA), on average, one person dies every 13 hours and one person is injured every 13 minutes in a work zone in the United States. Glowing orange will help to raise awareness throughout Kentucky about the importance of protecting the lives of motorists and workers in stationary or mobile work zones. Many Kentucky drivers encounter at least one work zone during their daily travels, and a momentary distraction can result in a permanent injury or loss of life.

NWZAW takes place in April to mark the unofficial start of construction season for many states when the number of crews working on road projects increases.

For inclusion in the Cabinet’s “Glow Orange, Kentucky” participants list, please complete the online pledge form by 5 p.m. EST Friday, March 22.

[Glow Orange Kentucky Form](#)

To Read More, See Excerpt:

<https://transportation.ky.gov/NewsRoom/2019%20Glow%20Orange%20Kentucky%20Announcement.pdf>



### DBE Opportunities

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### About The DBE Program

The Construction Estimating Institute (CEI) works with Kentucky Transportation Cabinet (KYTC) as the statewide provider of the federally funded Disadvantaged Business Enterprises (DBE) Supportive Services Program.

We want to increase the number of certified DBEs participating in highway and bridge construction, as well as assist DBEs in growing and eventually becoming self-sufficient. Additionally, CEI provides supportive services by assisting prime contractors and consultants with identifying DBEs for subcontracting opportunities on priority projects.

# Walking the Tightrope of Tough Decisions

## How to handle the hard conversations & move projects forward



The essence of project management is reducing risk, optimizing project outcomes and meeting client expectations. As such, clients turn to professional project management and cost consultancy to help them achieve exactly that.

Whether cost consultants, external project managers or scheduling specialists, delivery consultants are in unique positions of influence—poised to be the client's most trusted resource. With this privilege come the challenges of building and maintaining strong relationships, as well as working tirelessly to deliver results.

Even the most successful projects have had their share of obstacles. Consultants often facilitate critical decision making on their client's behalf, stepping in when a he or she makes a decision that may lead to a calamitous outcome.

### *The Outliers*

The role and level of authority that project management and cost consultancy professionals are granted falls across a wide spectrum. However, limits to authority are rarely explicit and are often merely implied or expected.

Some clients prefer that all major decision making, authority and direction emanate solely from their organization. For these clients, the consultant's role is to give advice and consultation, or act as a superintendent of the client's parlance.

At the opposite end of the spectrum are clients who prefer the consultants act in their place. These clients empower consultants to act on their behalf like a surrogate or even an agent, to deliver projects successfully. These projects typically start behind schedule and fly under the radar until a critical issue arises. Some of the tougher clients might require project managers to be dispatched on international missions to take control of international projects and deliver them on a fixed price,

do-or-die basis—sometimes with only 5 hours' notice.

### *The Gray Area*

Most projects fall in a middle zone between these two extremes. With these projects, consultants generally shift back and forth between two roles: the role of the advisor who steps in when asked or when necessary and the role of the principal leader, responsible for overseeing every detail.

Some tasks are shared with the client; some are delegated to outsourced project delivery; and some tasks are sacred—performed by internal staff only. For the managers and cost consultants on these projects, success is measured by the ability to mitigate risk, deliver quality, and adhere to schedules and budgets.

As with the other two extremes, challenges also appear in the gray middle zone. These project scenarios often begin with:

1. "This architect did my house in Malibu, so of course he/she can do my multistory high-rise in a major metropolitan area. He'll/She'll figure it out."
2. "Yes, I understand the objective scoring of your firm, the architect, engineer and stakeholders. And no, this contractor has never done a project like this one, but I'm confident he/she will rise to the occasion because I really like him/her, and he/she really wants this project."
3. "Yes, I understand the disruptive nature of this change; and yes, it is the eleventh hour. But we must have it, and you will have to figure out how to complete it within the budget and without any delay."

While some may shy away from taking on difficult project scenarios like these, it's often the case that consultants' ears tend to perk up. Project consultants thrive on the adrenaline of achieving client satisfaction while doing the seemingly impossible.

To Read More, See Excerpt: <https://www.constructionbusinessowner.com/technology/project-management/walking-tightrope-tough-decisions>

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CEI is an educational organization providing the highest quality construction training in the industry. Over 100,000 owners, estimators, project managers, field supervisors, office support staff, foremen, laborers, and key management personnel have attended courses that are offered nationwide. The courses provide students with construction skills training and the critical information needed to be effective within their companies and organizations.

### CEI DBE Supportive Services

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