

Georgia DOT Awards \$52 Million in Construction Contracts in October

Georgia Department of Transportation (Georgia DOT) awarded 21 construction contracts for statewide transportation projects totaling \$52,247,617.

The largest single investment, worth approximately \$16.2 million, was awarded to Everett Dykes Grassing Company Inc. to **widen and reconstruct** 3.63 miles of Interstate 1/State Route 4 from State Route 56 to west of State Route 15/State Route 29 in Toombs County. The second largest contract, \$3.6 million, was awarded to C & H Paving, Inc. to widen and reconstruct passing lanes on State Route 43 in Lincoln County. Both contracts represent 38 percent or \$20 million of the awarded funds and are Transportation Investment Act (TIA) projects.

Two additional TIA projects were awarded for resurfacing and shoulder rehabilitation at various locations in Bacon and McDuffie counties.

In 2012, voters in three Georgia regions approved a 10-year one percent sales tax to fund regional and local transportation improvements. In 2018, an additional region was added. Georgia DOT is responsible for the management of the budget, schedule, execution and delivery of all projects contained in the Approved Investment Lists. To learn more visit:

<http://www.ga-tia.com/>.

Safety contracts represent 14 percent, or \$7.1 million of the awarded funds. These projects include the installation of rumble strips, interchange lighting

upgrades and roundabout construction at various locations across the state.

The remaining 48 percent, or \$25.1 million, is allotted for **resurfacing, bridge rehabilitation** and **bridge construction** projects at various locations throughout the state.

The October awards bring the total construction contracts for Fiscal Year 2021 to \$366.5 million. This total includes TIA, Design-Bid-Build and locally administered projects. Fiscal Year 2021 began July 1, 2020.

[Award Announcement list](#) (includes rejected and deferred projects). Bids for Design-Bid-Build projects were received on October 16 and contracts were awarded to the lowest qualified bidders on October 30. Information on schedules, lane closures and detours will be available in advance of construction activities taking place.

Contractors and consultants, including Disadvantaged Business Enterprises (DBEs), registered small businesses and veteran-owned small businesses interested in bidding on projects or performing work must prequalify with Georgia DOT.

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About The GDOT

The goal of the DBE Supportive Services Program is to increase the number of DBEs participating on GDOT contracts and facilitate the opportunity for DBEs to obtain contracts. The services are designed to:

- Assist established construction firms to move them from bidding as a subcontractor to bidding as a Prime Contractor to produce sound bids.
- Provide access to training increases DBE expertise in handling of daily business operations.



About The Program

The Construction Estimating Institute (CEI) works with GDOT 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.

How You Are Halting Your Company's Progress & How to Fix It

What to do when you are the boulder in the throat of the hourglass

Organizations can often be characterized by the “Goldilocks principle.” Sometimes, there is too much management, creating a smothering effect or a feeling of micromanagement. In other cases, there is complete autonomy, leading to dysfunction and a lack of control. Leaders wrestle with an ever-changing swing of the pendulum to find a happy medium. Even when that middle ground is found, there is still something amiss. No one is hovering over the team and there appears to be a modicum level of structure. How can something so right still feel so wrong?

The issue is the throat in the communication hourglass. Better yet, it is the boulder clogging up that throat, choking the flow of communication. Put another way, the problem is you.

I'm glad I have your attention. Organizations need to understand the fundamental definition of empowerment. Empowerment is defined as the “authority or power given to someone to do something.” Notice that this definition is about creating action. The definition does not say, “authority to do something but first it has to go through senior management.” Firms wrestle with this daily. In some cases, the team may lack the ability to make knowledgeable decisions as a result of inexperience or lack of training.

It is not uncommon to delegate a task and then have some type of check and balance somewhere in the process to ensure accuracy. However, there is a fine line to walk when everything requires a sign-off or

authorization. Consider the following statements:

- “We are just waiting for them to sign off on that.”
- “We can't have the meeting without them.”
- “Nothing can happen without them.”

In fairness to the leadership, I'm sure they have the best intentions, and it isn't like they are sitting in a recliner eating Doritos. However, if you have ever uttered these statements, you might have a boulder problem.

Process Breakdown

There are most certainly decisions that should require some level of authority. For instance, it is probably prudent to vet large capital expenditures or limit the decision-making to specific personnel. It might be a bit awkward to have every equipment operator deciding when to buy a new front-end loader or every project manager signing off on new software. However, there is no shortage of decisions that create this bottleneck. For instance, consider the following areas where bottlenecks often appear to occur:

- Planning meetings—In many cases, there is a feeling that a meeting cannot occur without a complete quorum or, more importantly, the operations manager or president in attendance. While this sounds excellent in theory, how many meetings are delayed because the operations manager and president are busy?

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Supportive Services Offered:

- Estimating Training
- Building Capacity
- Mobilization Financing
- Bonding Assistance
- Marketing Plan Development
- Creating a Business Plan
- Building a Website
- Plan Reading



Within the past 3 months,
CEI assisted DBEs
in obtaining

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IN BONDING!!**

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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.