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**Value Engineering  
Annual Report  
FY 2014/2015**



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# Executive Summary

## Value Engineering During Project Development

The districts conducted 31 studies or 141% of the original number of studies scheduled for fiscal year 2014/2015. The original work plan had 22 studies scheduled for the year and the target was to complete 75% or 17 of the planned studies. Due to the dynamics of the department's work program, 4 of the 22 scheduled studies (18%) were either dropped from the work plan altogether or rescheduled for the 2015/2016 fiscal year, while 13 of the conducted studies were added to the original work plan.

During this same period, the districts acted on 262 recommendations, approving 132 for a 50% adoption rate. One Hundred ten of the approved recommendations resulted in \$334.0 million in project cost avoidance/savings. The remaining 22 approved recommendations were value added recommendations that increased project performance, while adding \$120.2 million to the project cost. Therefore, the total value of the approved recommendations, including the value added recommendations, produced **\$213.8 million in project cost avoidance/savings**.

The approved recommendations resulted in a 8.14% project saved, 14.04% program saved and a Return on Investment (ROI) of \$139 to \$1. The percent project saved is calculated by dividing the value of all approved recommendations by the total costs of the projects studied, while the percent program saved is calculated by dividing the value of all approved recommendations by the average project cost of three fiscal year lettings. The ROI is calculated by dividing the value of all approved recommendations by the cost of administering the program.

There were 75 pending recommendations totaling \$263.6 million in potential cost avoidance/savings at the end of the 2014/2015 fiscal year. Thirty-eight of the 75 recommendations have been pending for more than 12 months, which is 51% of the total number of pending recommendations. Since the VE Study is a 'snapshot' of the project at some point in time of project development and projects are continuously moving forward in development, this is a concern. The longer recommendations are unresolved and in a pending status the less likely that they will be adopted because the development of the project has advanced.

## Cost Savings Initiatives During Construction

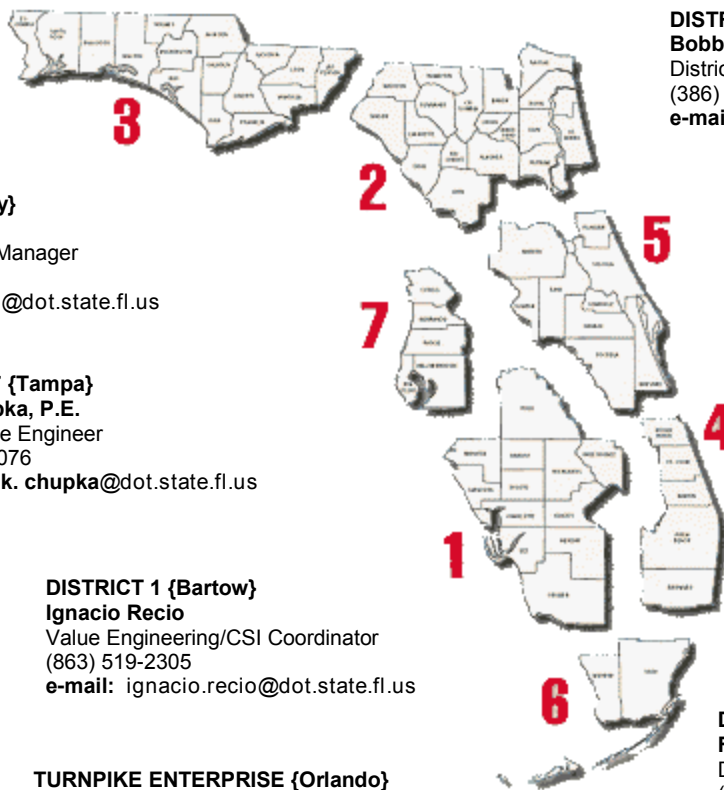
Forty-five Cost Savings Initiative (CSI)'s Proposals were submitted during fiscal year 2014/2015. During this same period, the districts acted on 57 proposals totaling more than \$8.76 million and approving 46 of the proposals. The implemented savings from the 46 approved CSI's was \$8.19 million. The approved CSI proposals resulted in a 0.36% project saved and a 0.34% program saved. There are currently 13 pending CSI's totaling \$3.31 million in potential project savings.

# Program Organization

**Mission:** Administer the Florida Department of Transportation Value Engineering and Cost Savings Initiative Programs, satisfying the needs of the stakeholders.

**Vision:** Value Engineering . . . providing an effective support function which maximizes project and process value for the transportation systems in the State of

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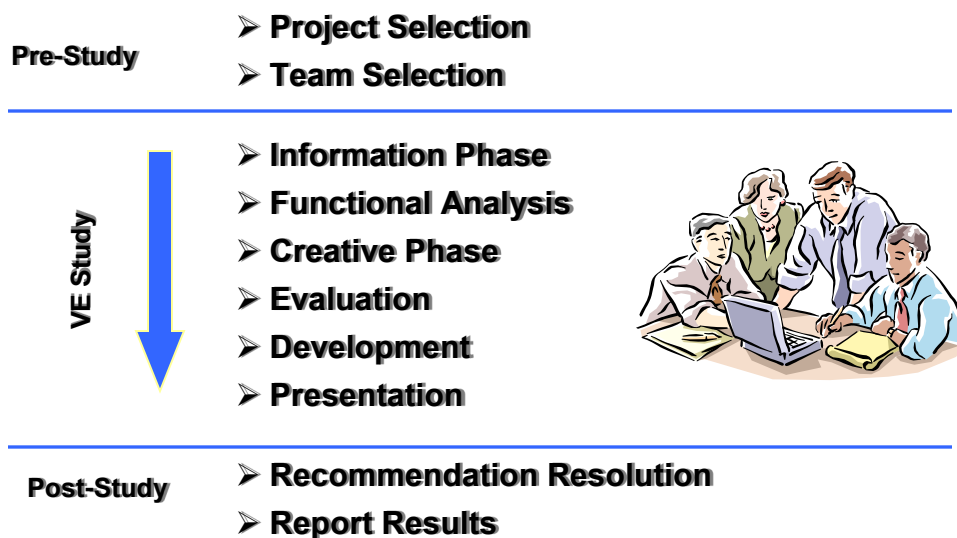
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# Value Engineering Overview

## What is Value Engineering

Value Engineering (VE) is the formal application of a proven and effective tool used to improve the value of a project, product or service. VE strives to optimize the use of allocated funds without reducing the quality or performance. A multi-disciplined team is assembled and the six phases of the VE Job Plan (Information, Functional Analysis, Creative, Evaluation, Development and Presentation) are used to guide the team through the process.

### VE Job Plan



The administration of the VE Program can be broken down into the following key processes.

Pre-Study	Study	Post Study
Project Selection	Conduct VE Study	Recommendation Resolution
Team Selection		Report Results

# Value Engineering Overview

## Performance Measures

The VE Program and the Cost Savings Initiative (CSI) Program are managed through the use of the Process Control Systems found in Appendix B. Each process has a set of Quality and In-Process measures that are used to evaluate the performance of the program. The Quality Measures for the overall VE program are defined below.

VE Program	
Quality Measure	Calculation
Q1: Approved Cost Avoidance Recommendations	Sum of all approved cost avoidance/ savings recommendations
Q2: Approved Value Added Recommendations	Sum of all approved value added recommendations
Q3: Adoption Rate	$\frac{\# \text{ of Approved Recommendations}}{\# \text{ of Proposed Recommendations}}$
Q4: Percent Project Saved	$\frac{\text{Value of Approved Recommendations}}{\text{Total Project Costs}}$
Q5: Percent Program Saved	$\frac{\text{Value of Approved Recommendations}}{\text{3 Year Monthly Average Lettings}}$
Q6: Return on Investment (only reported annually)	$\frac{\text{Value of Approved Recommendations}}{\text{Total cost of VE Program}}$

# Cost Savings Initiative Overview

## What is Cost Savings Initiative

The Cost Savings Initiative Program offers an opportunity for the contractor to propose cost savings ideas prior to work beginning and as work progresses on a project. Contractors can demonstrate their innovation and ingenuity by proposing ideas that contribute to the cost effectiveness of the project. The contractors are then rewarded for this ingenuity and innovation by sharing in any project savings generated from an approved Cost Savings Initiative (CSI) proposal.

## Performance Measures

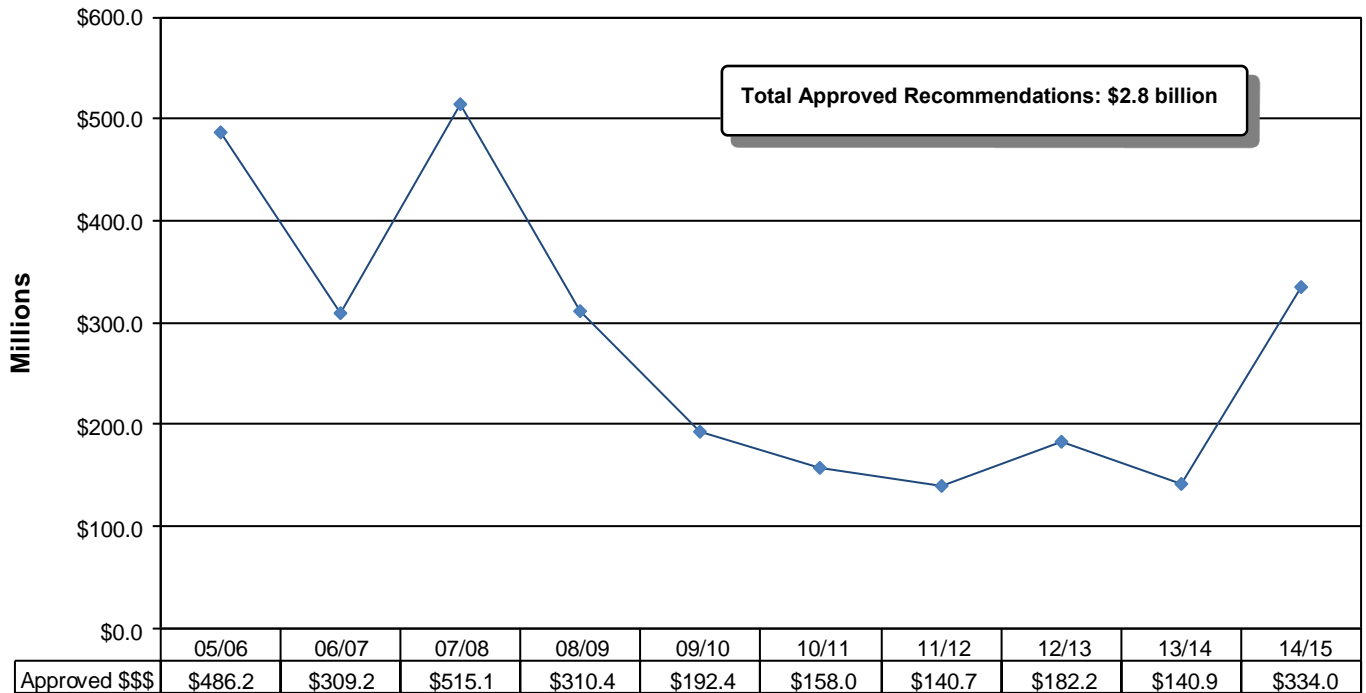
CSI Program	
Q1: Number of CSI's	Sum of all CSI's
Q2: Approved Cost Savings	Sum of all approved CSI savings
Q3: Percent Project Saved	$\frac{\text{Value of Approved Proposals}}{\text{Total Project Costs}}$
Q4: Percent Program Saved	$\frac{\text{Value of Approved Recommendations}}{\text{3 Year Monthly Average Lettings}}$

**Fiscal Year 2014/2015  
Value Engineering  
Performance Measures**

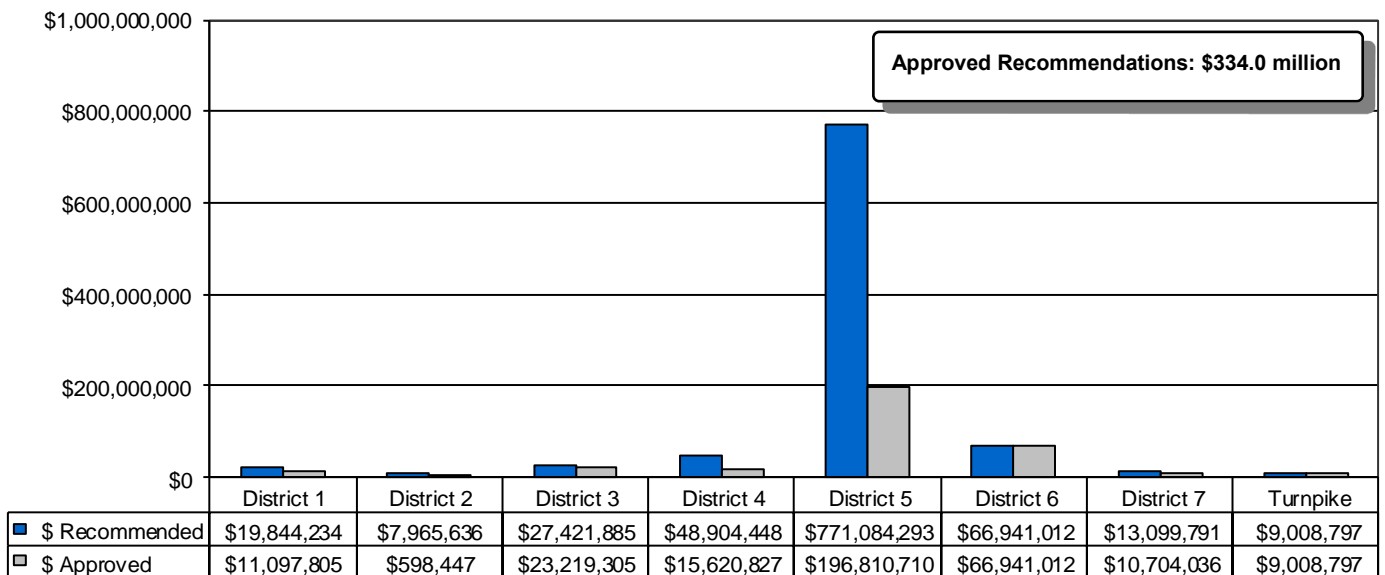


# Adopted Recommendations

## Q1: Annual Approved Cost Avoidance/Savings



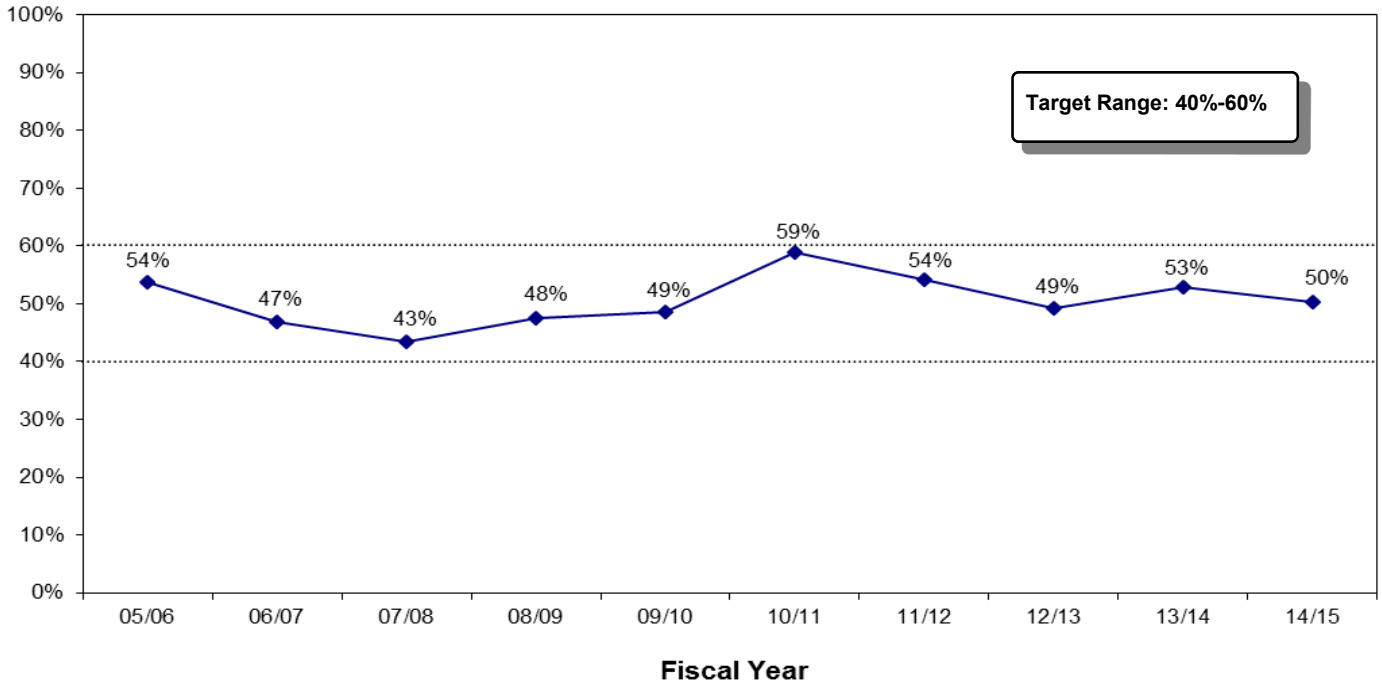
## Q1: Cost Avoidance Recommendations Annual Report FY 2014/2015



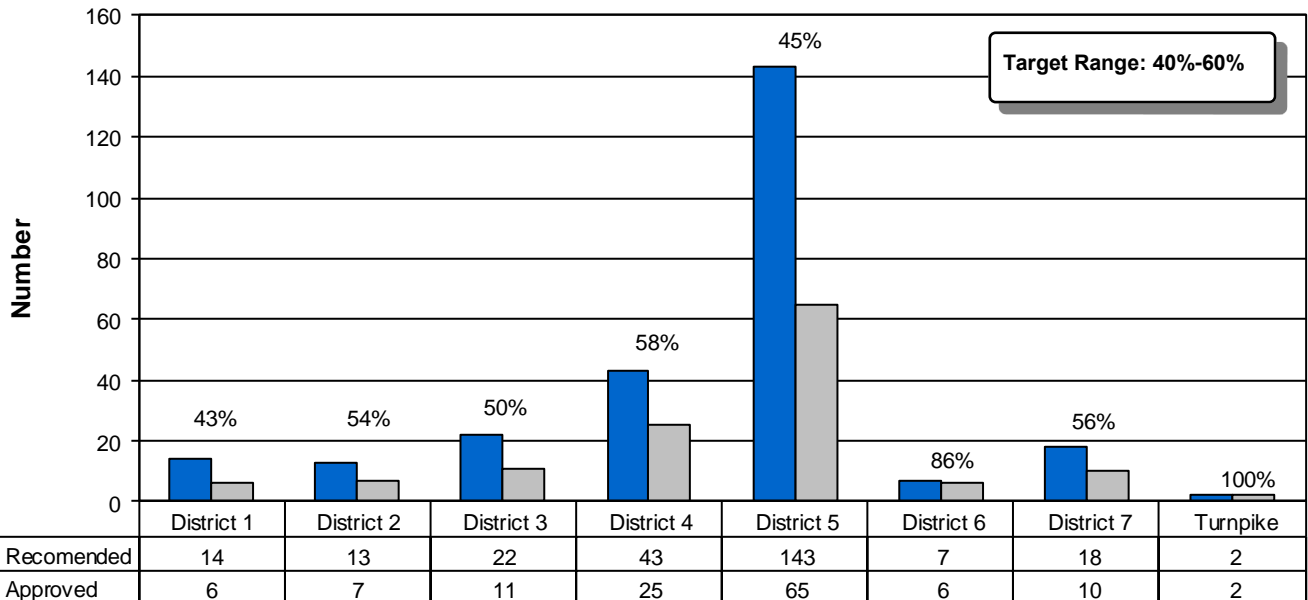


# Adoption Rates

### Q3: Annual Adoption Rate

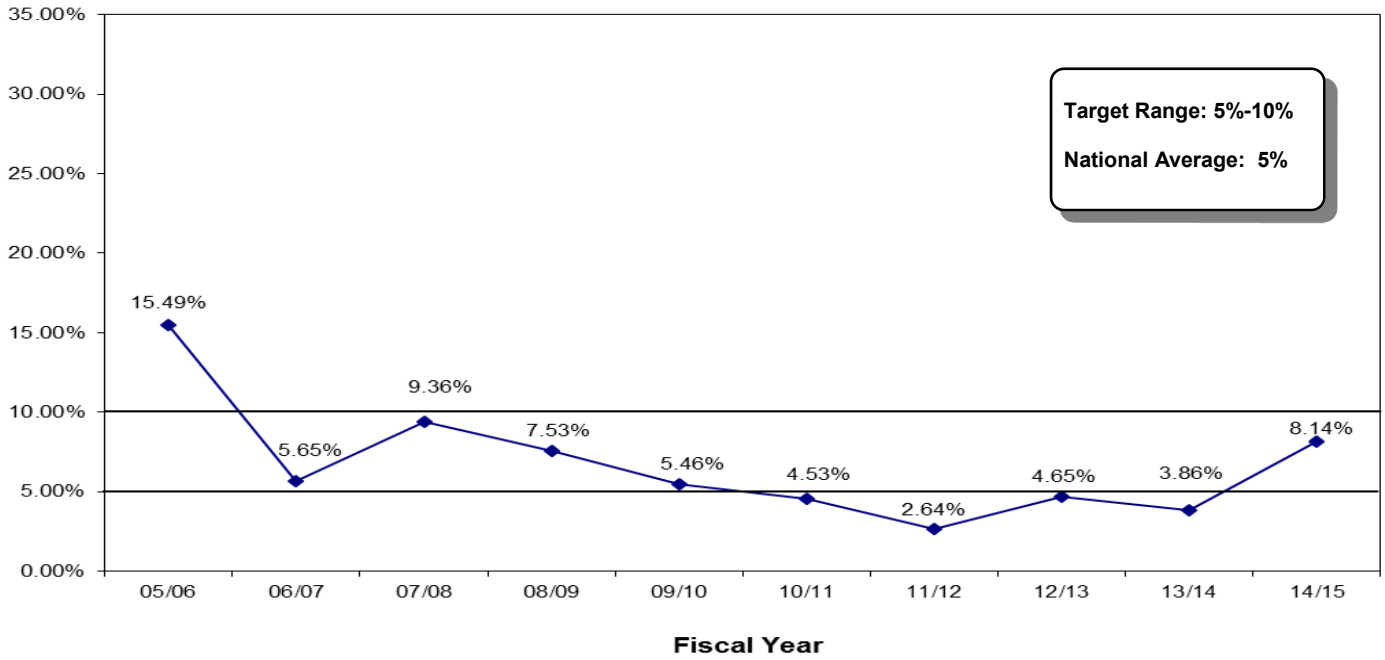


### Q3: Adopted Recommendations Annual Report FY 2014/2015

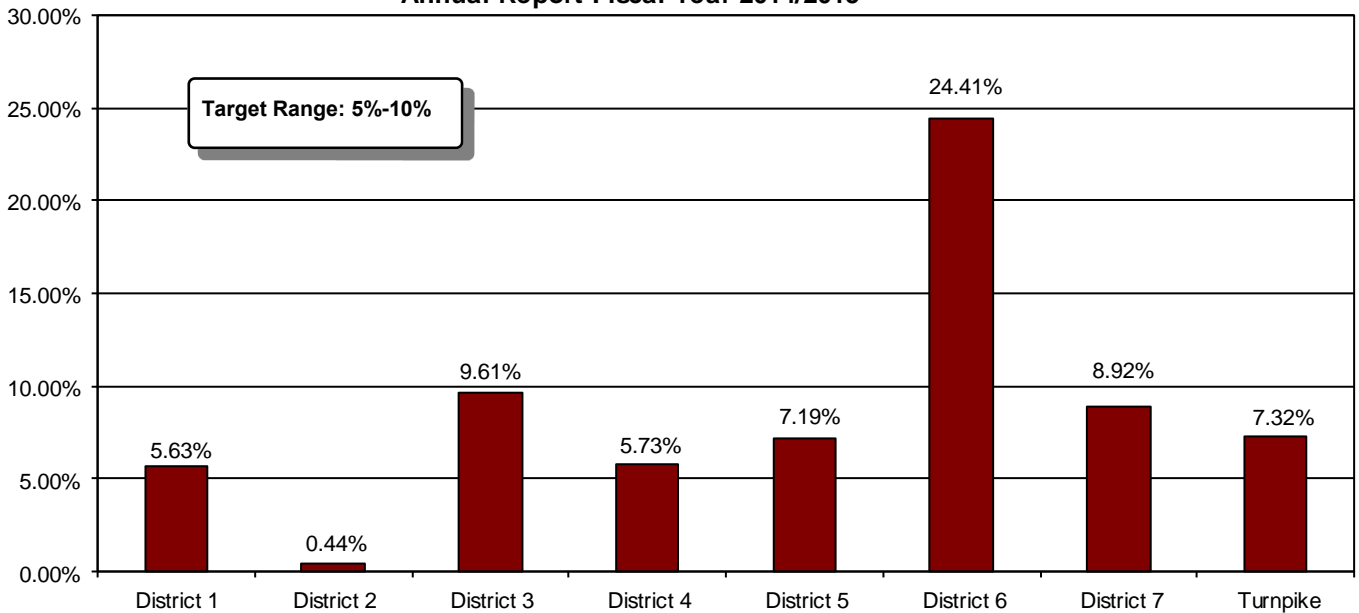


# Percent Project Saved

**Q4: Annual Percent Project Saved**

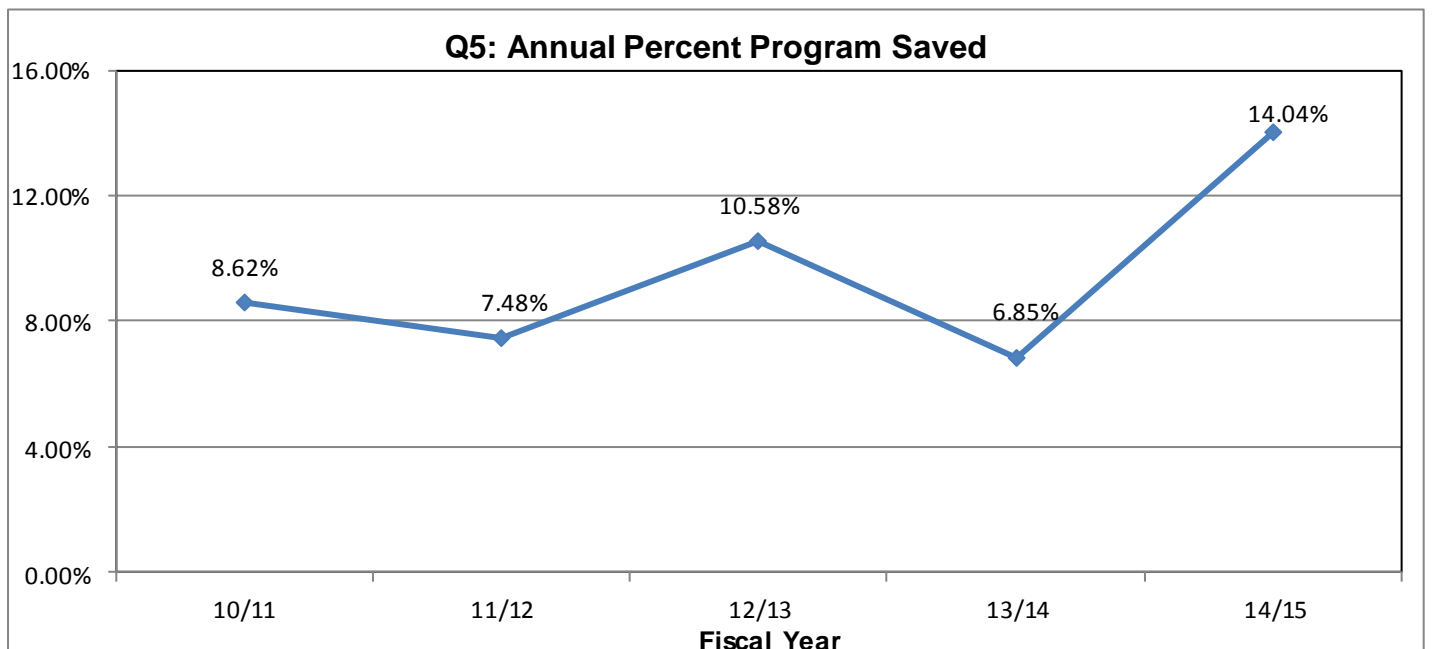
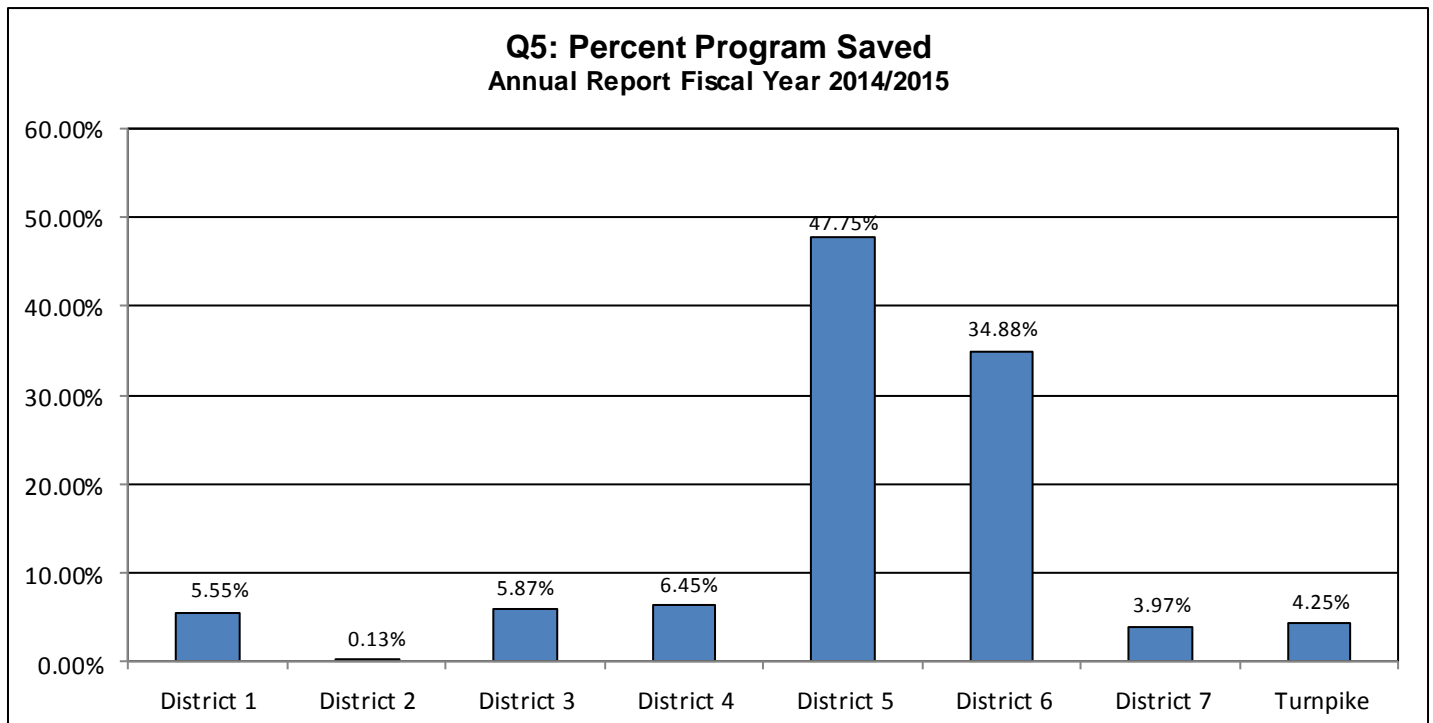


**Q4: Percent Project Saved  
Annual Report Fiscal Year 2014/2015**



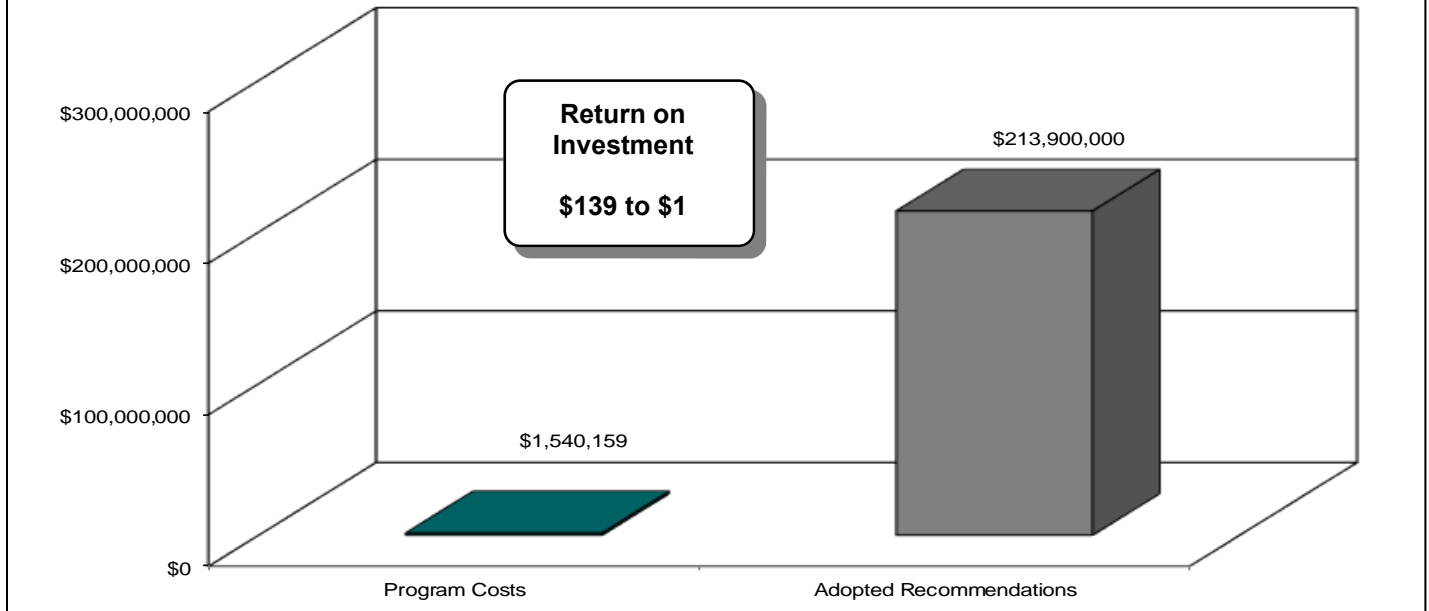
# Percent Program Saved

The Percent Program Saved is a new measure. The intent is to compare the cost avoidance/savings to the overall work program. The measure is calculated by dividing the three year average monthly lettings into the overall cost avoidance/savings.

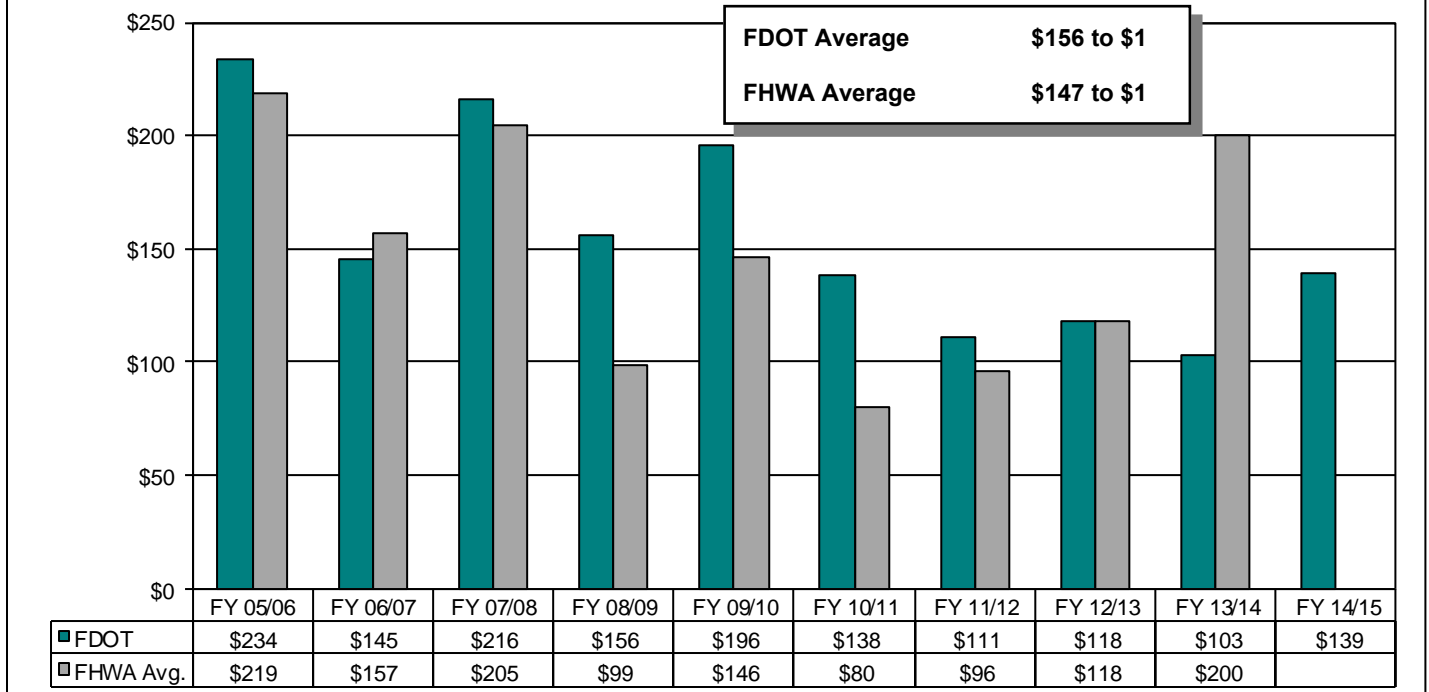


# Return on Investment

**Q6: Return on Investment**  
Annual Report Fiscal Year 2014/2015



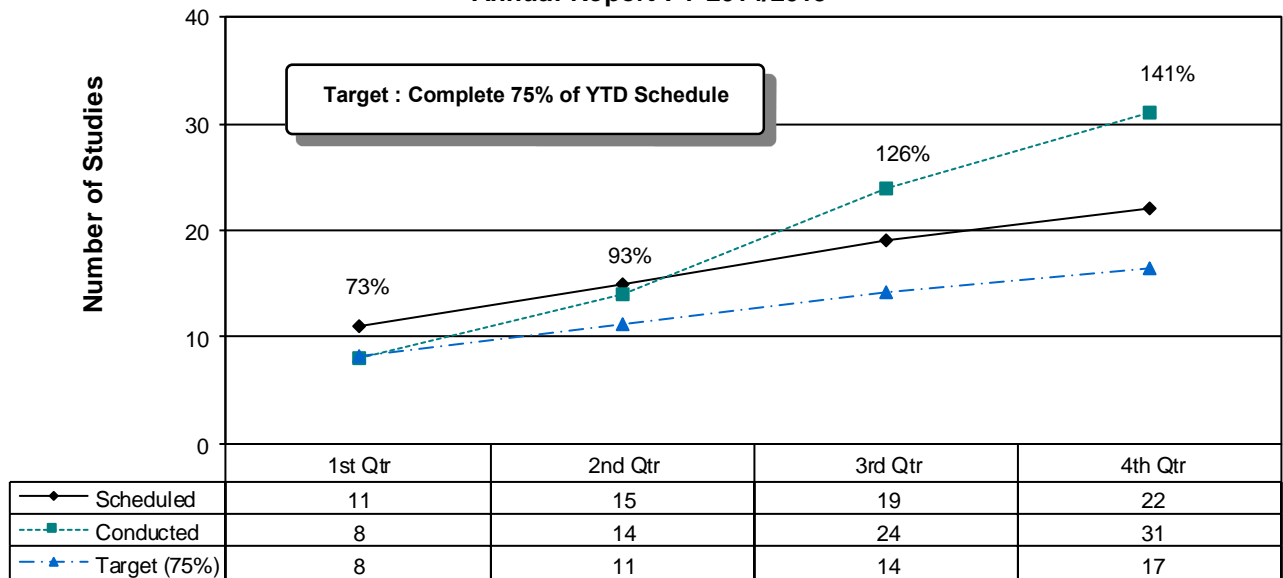
**Q6: Annual Return on Investment**



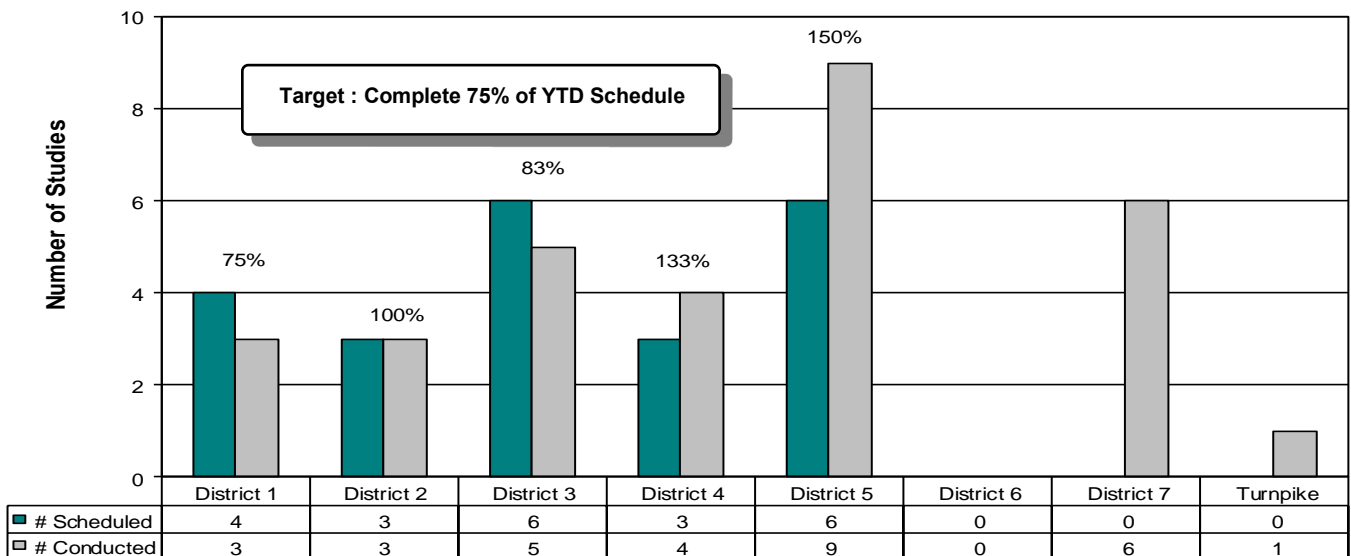
\* FHWA data for fiscal year 2014/2015 was not available at time of publication.

# Work Plan Completion

**P1: VE Studies Scheduled vs. Completed**  
Annual Report FY 2014/2015



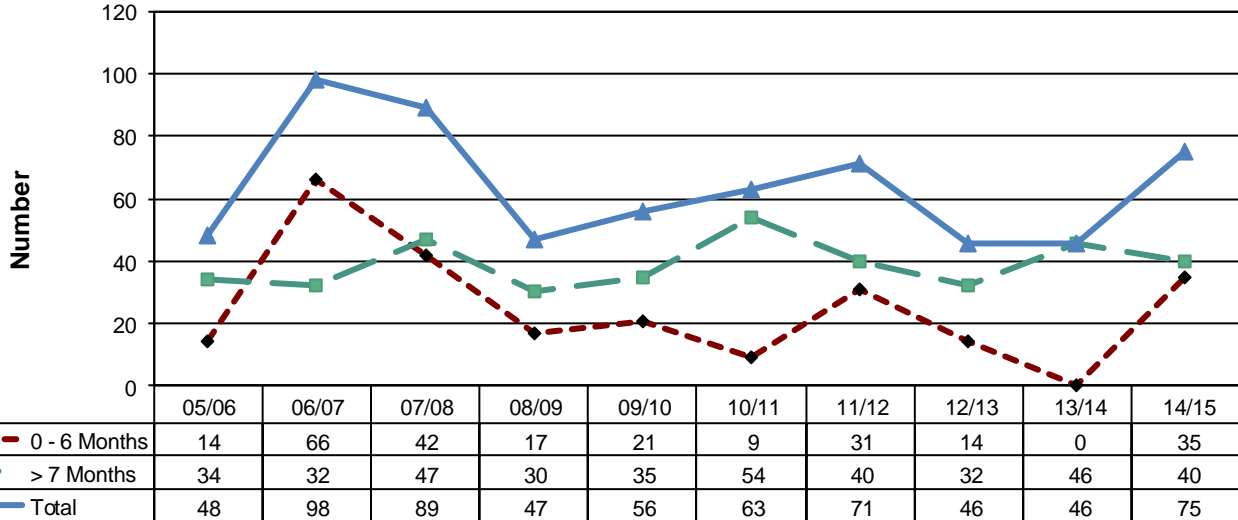
**P1: VE Studies Scheduled vs. Completed**  
Annual Report FY 2014/2015



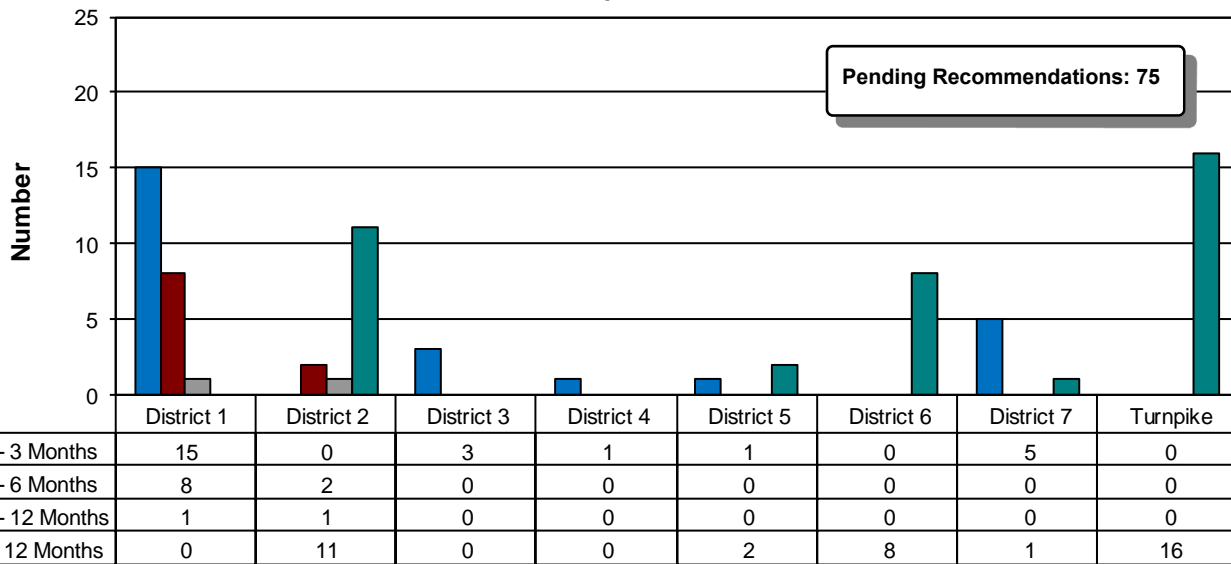
\* District 7 or Turnpike Enterprise did not submit a Work Plan as required. District 6 did not have any planned

# Pending Recommendations

**P2: Annual # Pending Recommendations**  
Annual Report FY 2014/2015



**P2: # Pending Recommendations**  
Annual Quarter Report FY 2014/2015

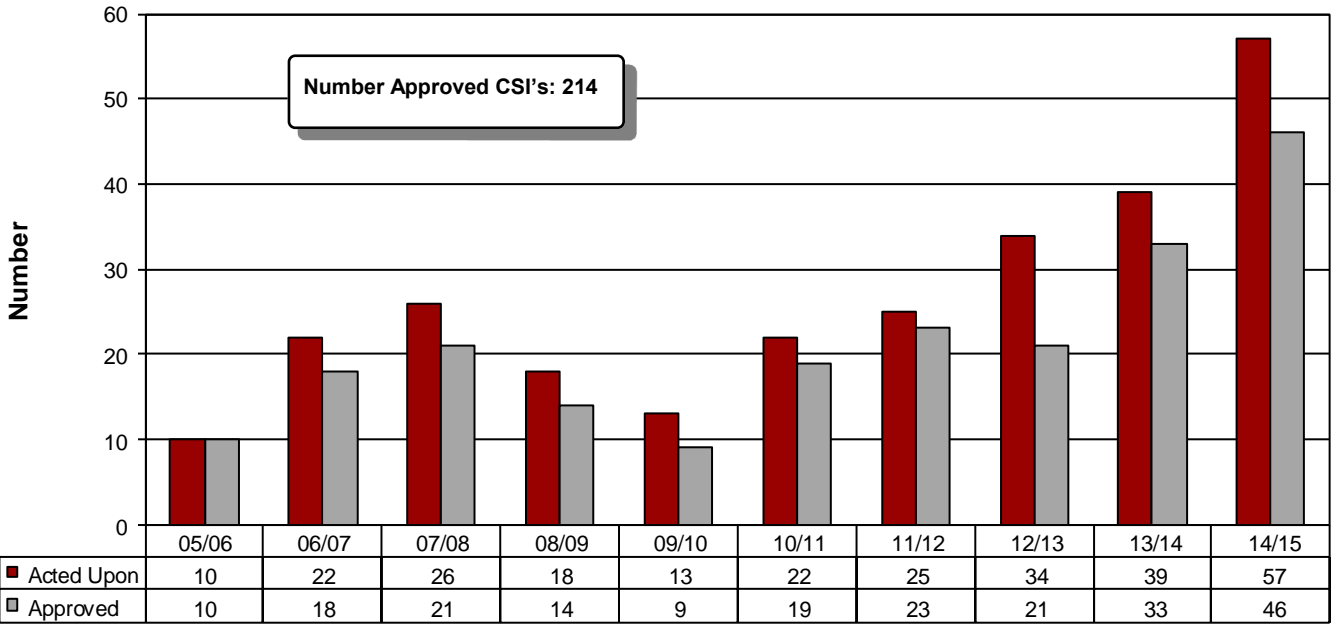




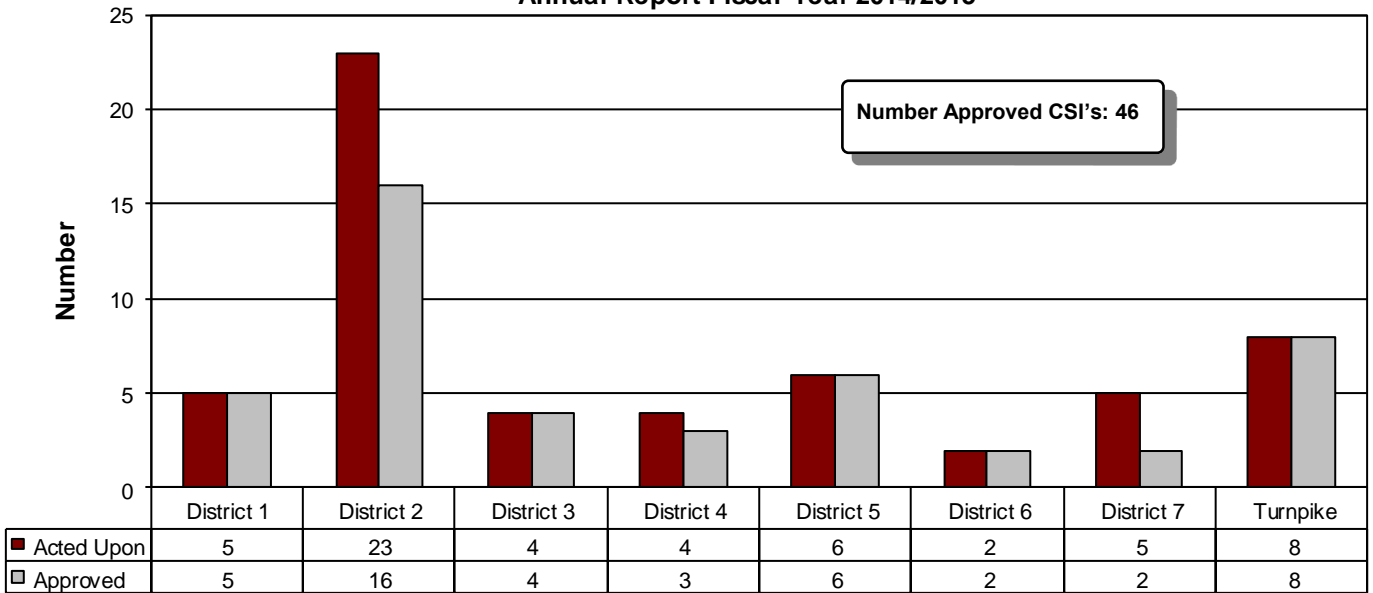
**Fiscal Year 2014/2015  
Cost Savings Initiative  
Performance Measures**

# CSI Summary

**Q1: Annual CSI Acted Upon**



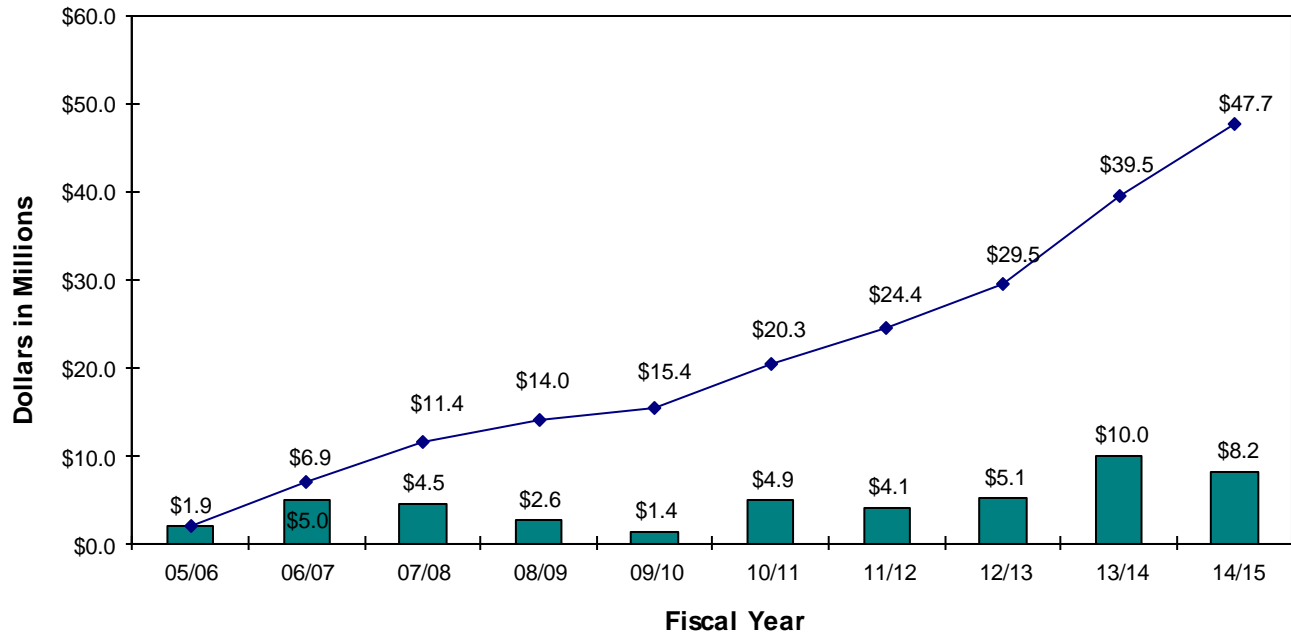
**Q1: CSI's Acted Upon  
Annual Report Fiscal Year 2014/2015**



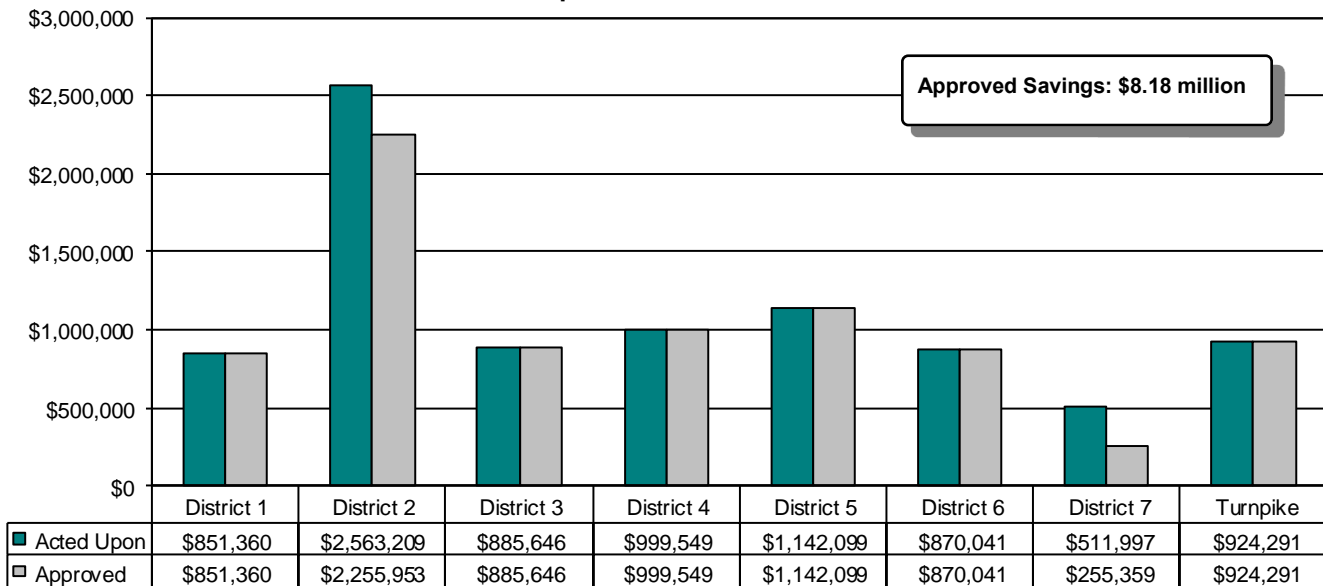
\* Prior to fiscal year 2010/2011, Cost savings Initiatives (CSI) were formerly referred to as Value Engineering Change Proposals (VECP's).

# CSI Approved Savings

## Q2: Cumulative CSI Construction Cost Savings



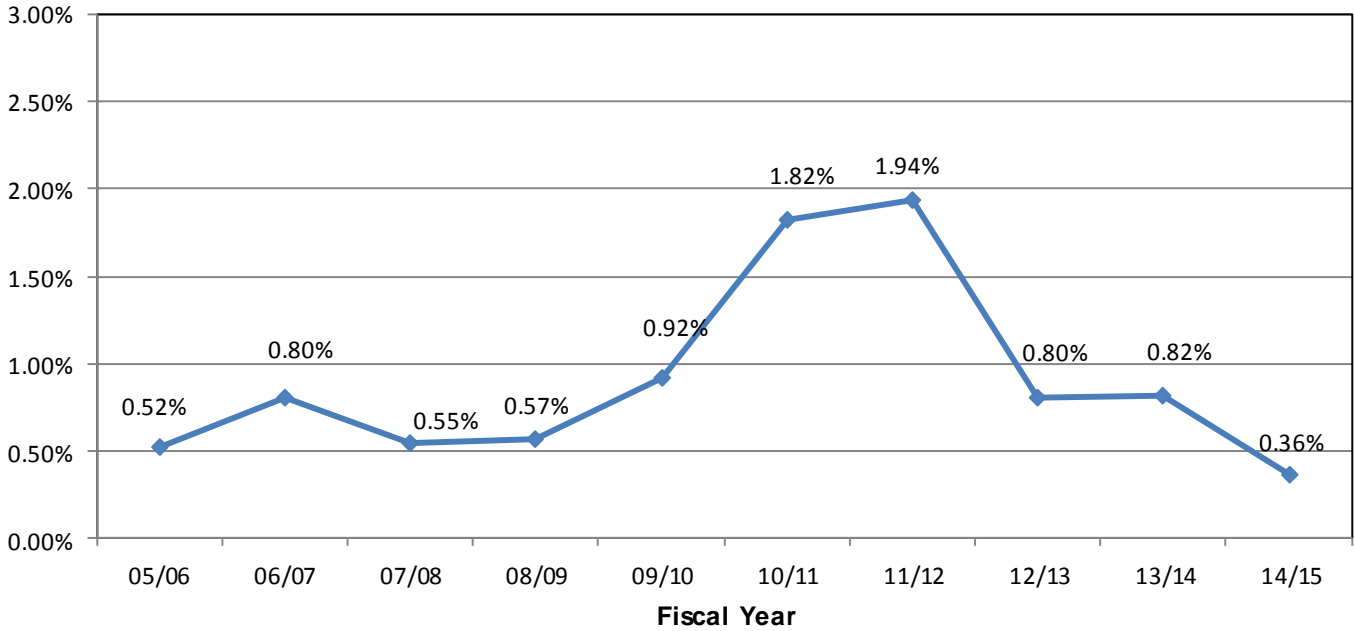
## Q2: Approved CSI Savings Annual Report Fiscal Year 2014/2015



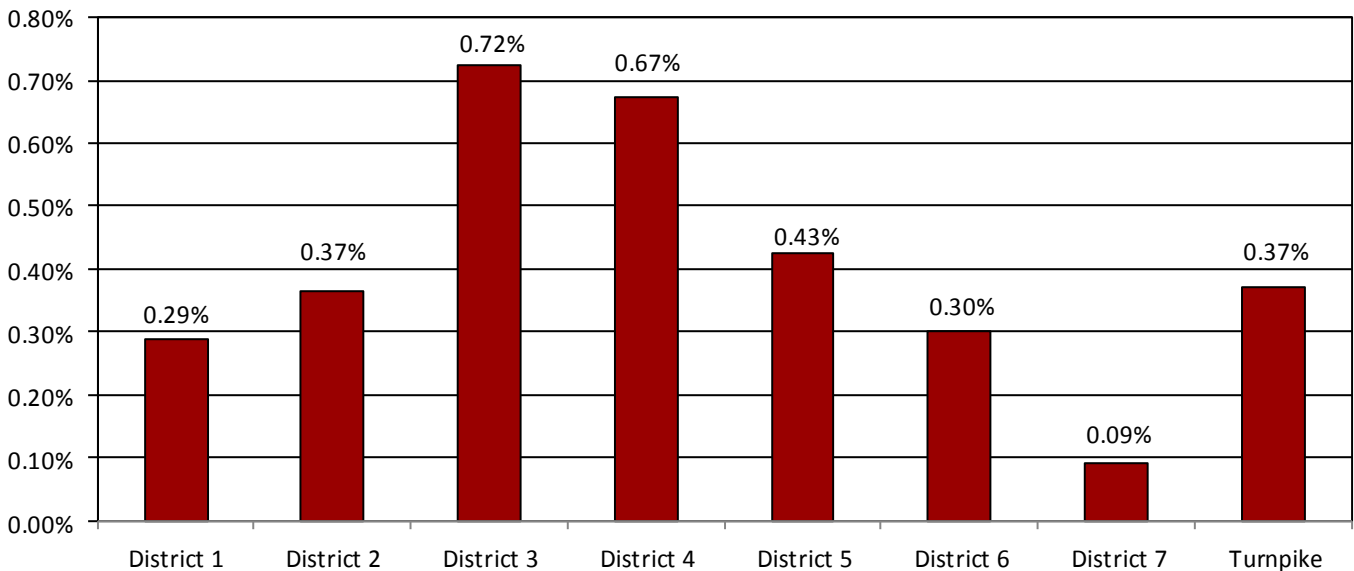
\* Prior to fiscal year 2010/2011, Cost savings Initiatives (CSI) were formerly referred to as Value Engineering Change Proposals (VECP's).

# CSI Percent Project Saved

**Q3: CSI Percent Project Saved**  
Annual Report Fiscal Year 2014/2015



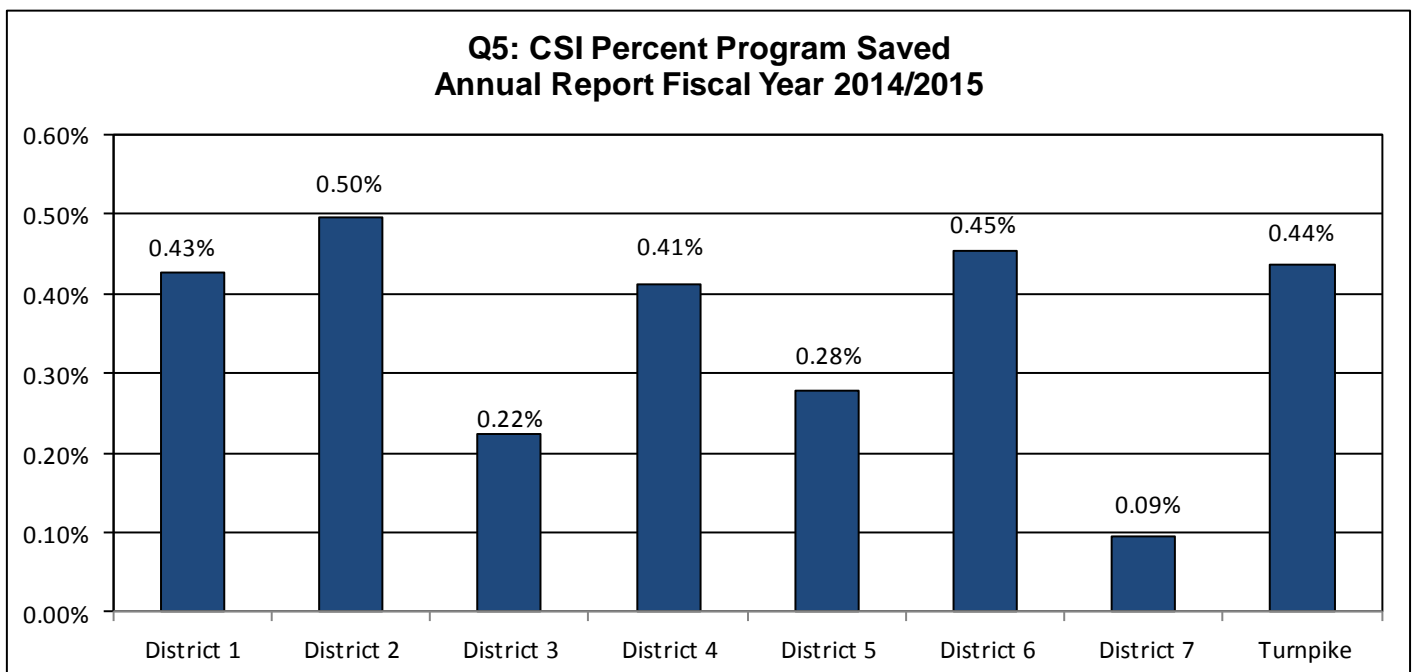
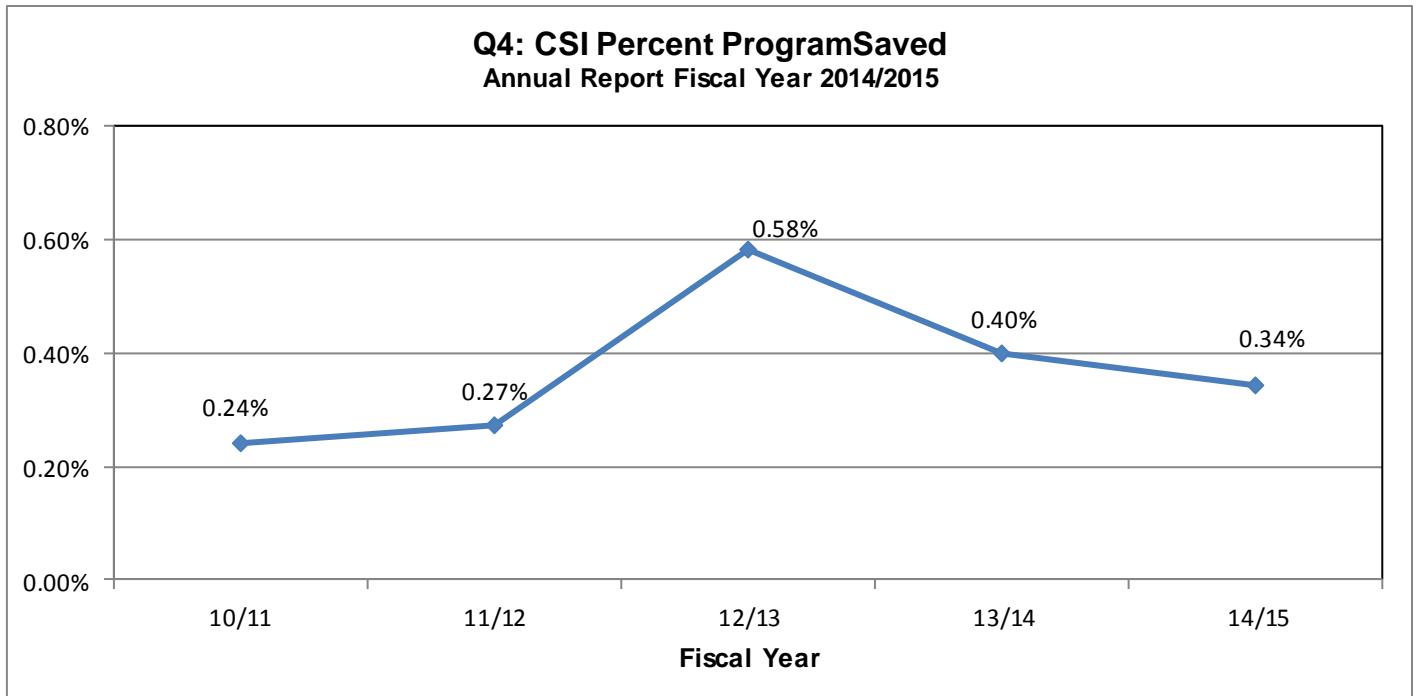
**Q3: CSI Percent Project Saved**  
Annual Report Fiscal Year 2014/2015



\* Prior to fiscal year 2010/2011, Cost savings Initiatives (CSI) were formerly referred to as Value Engineering Change Proposals (VECP's).

# CSI Percent Program Saved

The Percent Program Saved is a new measure. The intent is to compare the cost avoidance/savings to the overall work program. The measure is calculated by dividing the three year average monthly lettings into the overall cost avoidance/savings.



# **Appendix**

## **Process Control Systems**

# Process Control System

Process Name: Value Engineering Program		Product/Service: Perform Value Engineering analysis or select projects and document findings	Primary Customers: Management Regulators: FHWA	Customer's Valid Requirements: Checks use of resources to produce a quality transportation system.	Regulator's Valid Requirements: Projects that meet the requirements of 23 CFR 657 have a VE Analysis conducted in accordance with 23 CFR 657.	
Flow Chart						
Step / Time	DISTRICT VALUE ENGINEER	VALUE ENGINEERING TEAM	STATE VALUE ENGINEER	Checking / Measurement Monitoring		
Dept / Phase	Process and Quality Measures (QA/QC)		Miscellaneous Information			
	Process Measures	Control Limits And Specs / Targets	Checking Item What is to be checked?	Frequency When to check?	Responsibility Who will check?	QAR Date of Last Review
PROJECT SELECTION	<p>Project Selection Process ① Team Selection Process</p>	<p>① 3 vehicles completed</p> <p>② # of pending proposals per time period</p> <p>③ 100 based on per time period</p> <p>④ Value added \$100,000 time period</p> <p>⑤ Negotiation rate</p> <p>⑥ Percent project award</p> <p>⑦ Percent project award</p> <p>⑧ Value added</p>	<p>VDR &amp; Work Plan</p> <p>VDR</p> <p>VDR</p> <p>VDR</p> <p>VDR</p> <p>VDR</p> <p>VDR</p> <p>VDR</p> <p>VDR</p>	<p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Annual</p>	<p>DVE</p> <p>DVE</p> <p>DVE</p> <p>DVE</p> <p>DVE</p> <p>DVE</p> <p>DVE</p> <p>DVE</p>	<p>D1: 1/2009 C</p> <p>D2: 11/2015 C</p> <p>D3: 1/2009 C</p> <p>D4: 11/2015 C</p> <p>D5: 1/2009 C</p> <p>D6: 1/2015 C</p> <p>D7: 1/2009 C</p> <p>TPAC: 1/2016 C</p>
TEAM SELECTION						
STUDY						
RESOLUTION	<p>Recommendation/Resolution Process ① Reporting/Tracking Process</p>					
REPORTING						

Approved: \_\_\_\_\_ Date: \_\_\_\_\_ Process Owner: State Value Engineer Rev # 1.6 Rev Date: 3/2016

# Process Control System

Process Control System		Flow Chart	Checking / Indicator Monitoring	Miscellaneous Information
Process Name: Value Engineering Project Selected on Budget/Projects Budget Program	Product/Service: Develop a Value Engineering Work Plan by July 1 of each fiscal year. Baraboo - FISHB.	Primary Customer: District Management, State Value Engineer. Baraboo - FISHB.	Valid Requirements: All projects with the most potential for improvement have a VE Analysis.	Regulator's Valid Requirements: All projects on the MHS system with estimated total costs > \$25 million have a VE analysis.
Benefit: Projects Budget/Projects Budget Program	DISTRICT VALUE ENGINEER	DISTRICT MANAGEMENT	Process and Quality Indicators	Miscellaneous Information
Dept / Phase / Step / Time			Process Indicators	Checking Item
NEED			Control Limits / Specs / Targets	Who will check?
REVIEW			Process Indicators	Control Limits / Specs / Targets
DRAFT			SVC 1. Number of projects reviewed 2. % of projects reviewed	SVC 01-1-2009 C
APPROVAL			100%	SVC 01-1-2009 C
DISTRIBUTE			75%	SVC 01-1-2009 C
EXECUTE			100%	SVC 01-1-2009 C



# Process Control System

Flow Chart		DEPARTMENT HEAD	STATE VALUE ENGINEER	Checking / Indicator Monitoring				Miscellaneous Information					
Process Name: Value Engineering Team Selection	Product/Service: Team with the necessary skills and experience to conduct a value engineering analysis	Primary Customers: Team Leader & Team Members	Valid Requirement(s): Team makeup has the required disciplines, leadership skills and VE experience to study the selected project.				Regulator's Valid Requirement(s): Multi-disciplined team of individuals personally involved in the design of the project.						
Request: Project discipline Specific(s): Department Heads, Consultants								Process and Quality Indicators					
Deyiti/Primer								Process Indicators					
Step / Title								Control Limits					
NEED								Specs / Targets					
CONSULTANT REQUESTS								Checking Item					
TEAM SELECTION								What is to be checked?					
NOTIFICATION								Timeframe (Frequency) When to check?					
Deyiti/Primer								Responsibility Who will check?					
Step / Title								Date of Last Review					
NEED								0	Annual	SVE	D1: 11/20/04 C	Federal Regulation 23 CFR 627	<ul style="list-style-type: none"> <li>• Abbreviations</li> <li>• Procedure</li> <li>• Reference</li> <li>• Notes, etc.</li> </ul>
CONSULTANT REQUESTS	<p>① # of teams existing regional districts</p> <p>② # of teams with the required disciplines</p> <p>③ # of team leaders and meeting qualifications</p>							0	Annual	SVE	D2: 11/20/10 C	VE Procedure 625-03-002	
TEAM SELECTION								0	Annual	SVE	D3: 12/28/06 C	AAASHIO Guidelines for VE	
NOTIFICATION								0	Annual	SVE	D4: 11/20/15 C	NCHRP Synthesis 352 - Value Engineering Applications in Transportation	
								0	Annual	SVE	D5: 10/26/07 C	Federal Regulation 23 CFR 627	
								0	Annual	SVE	D6: 12/28/15 C	VE Procedure 625-03-002	
								0	Annual	SVE	D7: 11/20/06 C	AAASHIO Guidelines for VE	
								0	Annual	SVE	D8: 12/28/15 C	NCHRP Synthesis 352 - Value Engineering Applications in Transportation	
								0	Annual	SVE	D9: 10/26/07 C	Federal Regulation 23 CFR 627	
								0	Annual	SVE	D10: 11/20/15 C	VE Procedure 625-03-002	
								0	Annual	SVE	D11: 11/20/15 C	AAASHIO Guidelines for VE	
								0	Annual	SVE	D12: 12/28/15 C	NCHRP Synthesis 352 - Value Engineering Applications in Transportation	
								0	Annual	SVE	D13: 10/26/07 C	Federal Regulation 23 CFR 627	
								0	Annual	SVE	D14: 11/20/15 C	VE Procedure 625-03-002	
								0	Annual	SVE	D15: 12/28/15 C	AAASHIO Guidelines for VE	
								0	Annual	SVE	D16: 10/26/07 C	NCHRP Synthesis 352 - Value Engineering Applications in Transportation	
								0	Annual	SVE	D17: 11/20/15 C	Federal Regulation 23 CFR 627	
								0	Annual	SVE	D18: 12/28/15 C	VE Procedure 625-03-002	
								0	Annual	SVE	D19: 10/26/07 C	AAASHIO Guidelines for VE	
								0	Annual	SVE	D20: 11/20/15 C	NCHRP Synthesis 352 - Value Engineering Applications in Transportation	

# Process Control System

<b>Process Name:</b> Conduct Value Engineering Study <b>Product/Service:</b> Completed VE Analysis with a report summarizing the findings of the team. <b>Primary Customers:</b> Management & DVC <b>Partners:</b> CH2M, State Value Engineer		<b>Customer's Valid Requirements:</b> Follow the VE Job Plan to produce quality recommendations that can be implemented.	<b>Regulator's Valid Requirements:</b> Follow widely recognized systematic problem solving process that is used throughout private industry and government agencies.
<b>Flow Chart</b>			
District Value Engineer VALUE ENGINEERING TEAM	Process and Quality Indicators		
District Value Engineer VALUE ENGINEERING TEAM	Process Indicators Quality Indicators	Control Limits Specs / Targets	Checking / Indicator Monitoring Frequency What is to be checked? Who will check? Date of Last Review
NEED Conduct VE Study	80% 40%	98%	SVE D1: 10/2006 D2: 10/2015 D3: 10/2016 D4: 11/2015 D5: 10/2017 D6: 10/2015 D7: 11/2016 D8: 10/2016
INFORMATION Information Phase: <ul style="list-style-type: none"> <li>- Gather information about project from Project Manager, Designer and anyone else familiar with the project, including objectives, costs, constraints, and constraints.</li> <li>- Gather information about the present design from engineering reports, design plans, estimates, alternatives, report of way requests.</li> <li>- Team identifies components and concerns of high cost.</li> <li>- Tools used during this phase include: Project Team Briefing, Site Visit and Photo Analysis.</li> </ul> Function Analysis Phase: <ul style="list-style-type: none"> <li>- Team analyzes the project and defines the project functions using a recognized active/intransmissible team technique.</li> <li>- Team determines which functions can be improved, eliminated or combined.</li> <li>- Team identifies existing functions at other basic or Secondary Locations.</li> <li>- Tools used during this phase include: Random Function Identification, Function Analysis System Technique (FAST), Function Listing and Value Index.</li> </ul> Creative Phase: <ul style="list-style-type: none"> <li>- Team generates alternative ideas to perform the project functions by using creative techniques, such as brainstorming techniques.</li> </ul> Evaluation Phase: <ul style="list-style-type: none"> <li>- Team evaluates and rejects the ideas with the greatest potential for development into fully supported recommendations.</li> <li>- Tools used during this phase include: Advantage and disadvantage comparison, evaluation matrix with weighted criteria.</li> </ul> Development Phase: <ul style="list-style-type: none"> <li>- Team develops the ideas with the greatest potential value into fully supported recommendations by establishing costs and back-up documentation needed to convey the benefit of the developed ideas.</li> <li>- Tools used during this phase include: sketches, cost estimates, Life Cycle Cost Analysis and allocation of data and other technical work.</li> </ul> Presentation Phase: <ul style="list-style-type: none"> <li>- Team presents its recommendations to management and appropriate staff with items allocated for question and answer.</li> <li>- Best VE Study report is developed during the study plus supporting material.</li> </ul>	Miscellaneous Information <ul style="list-style-type: none"> <li>- Abbreviations</li> <li>- Procedure</li> <li>- Reference</li> <li>- Notes, etc.</li> </ul> Federal Regulation 23 CFR 327 VE Procedure 030-030-002 999-653H(1) Guidelines for VE NC HRP System's 202 - Value Engineering Applications in Transportation		
RESULTS Enter data into VE database	008105 C- Compliance NC - Noncompliant BR Best Practice		

# Process Control System

Flow Chart		Process and Quality Indicators		Checking / Indicator Monitoring		Miscellaneous Information		
Step / Time	Dist/ Period	DISTRICT VALUE ENGINEER	PROJECT MANAGER/ CONSULTANT	DISTRICT MANAGEMENT	Checking Item (What is to be checked?)	Timeliness (Frequency) (When to check?)	Responsibility (Who will check?)	GAR (Date of Last Review)
NEED					VDR	Monthly	SVE	01-11-2016 C
REVIEW					VDR	Monthly	SVE	01-11-2016 C
RESOLUTION MEETING					VDR	Monthly	SVE	01-11-2016 C
MONITOR					VDR	Monthly	SVE	01-11-2016 C

# Process Control System

	<b>Flow Chart</b>					
Process Name: Value Engineering Reporting Process. Product/Service: Report detailing the results of the Value Engineering Program. Primary Customers: Management. Partners: FHWA.		<b>Process and Quality Indicators</b> Control Limits And Spans / Targets Process Indicators Quality Indicators (P) Total construction Monthly Report complete by Production Management Office (C) Annual Report complete by July 31st (M) Annual Report complete by October 31st (C)	<b>Checking / Indicator Monitoring</b> Checking Item What is to be checked? Compliance Frequency When to check? Responseability Who will check? Date of Last Review	<b>Miscellaneous Information</b> - Abbreviations - Procedures - References - Notices, etc. Federal Regulations 23 CFR 657 VE Procedure 603-005-002 1994 AASHTO Guidelines for VE MCHSP System's 200 - Value Engineering Applications to Transportation		
Regulator's Valid Requirements: Report accurate results of the Value Engineering Program.	Customer's Valid Requirements: Prepare accurate and reliable reports.					
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<b>Flow Chart</b>		<b>Process and Quality Indicators</b>		<b>Checking / Indicator Monitoring</b>		<b>Miscellaneous Information</b>	
<p>Product/Service: Resubmits or submitted VCCP by the contractor</p> <p>Primary Customers: Management, Contractor</p> <p>Process: FHHA</p>		<p>Customer's Value Requirement(s): Review and other approvals to reject the VCCP in a timely manner.</p> <p>Regulator's Value Requirement(s): Program that encourages the use and resolution of VCCP's during construction.</p>		<p>Checking Item: What is to be checked?</p> <p>Control Units: Specs / Targets</p> <p>Timing: When to check?</p> <p>Responsibility: Who will check?</p>		<p>QA/R: Date of Last Review</p> <p>Addressions Procedure Reference Notes, etc.</p>	
<p>Flow Chart Description: The flow chart details the process from 'PRIOR TO BEGINNING OF CONTRACT TIME' to 'NOTIFICATION'. It includes steps like 'Submit Proposal', 'Forward copy to OAC', 'Review Proposal', and 'Final Approval'. Decision points include 'VCCP issue resolved?' and 'Final approval?'.</p>		<p>Process Indicators: Quality Indicators (e.g., 100% meeting, 100% HH pending, 100% issues open, 100% HH closed, 100% V-Program closed, 100% V-Program closed).</p>		<p>Control Units: VER</p> <p>Timing: Quarterly, Monthly</p> <p>Responsibility: DVS/SVE</p>		<p>QA/R: 01-11-2008, 02-10-2008, 03-10-2008, 04-02-2007, 05-12-2007, 06-02-2007, 07-11-2008, 08-10-2007</p> <p>Addressions: Federal Regulation 33 CFR 637</p>	
<p><b>Flow Chart</b></p> <p>CONTRACTOR: RESIDENT ENGINEER, DISTRICT VALUE ENGINEER, DISTRICT CONSTRUCTION ENGINEER, DISTRICT DIRECTOR OF OPERATIONS</p> <p>REVIEWERS: DESIGN, CONSTRUCTION, OTHERS</p> <p>CONTRACT TIME: PRIOR TO BEGINNING OF CONTRACT TIME, AFTER CONTRACT TIME BEGINS</p> <p>SUBMITTAL</p> <p>REVIEW</p> <p>NOTIFICATION</p>		<p>CONTRACTOR: RESIDENT ENGINEER, DISTRICT VALUE ENGINEER, DISTRICT CONSTRUCTION ENGINEER, DISTRICT DIRECTOR OF OPERATIONS</p>		<p>Control Units: VER</p> <p>Timing: Quarterly, Monthly</p> <p>Responsibility: DVS/SVE</p>		<p>QA/R: 01-11-2008, 02-10-2008, 03-10-2008, 04-02-2007, 05-12-2007, 06-02-2007, 07-11-2008, 08-10-2007</p> <p>Addressions: Federal Regulation 33 CFR 637</p>	
<p>Approved: _____ Date: _____</p> <p>Process Owner: District Value Engineer</p> <p>Rev #: 1.6</p> <p>Rev Date: 03/2016</p>							