

POST-CONSTRUCTION REVIEW

Problem Statement

A well-designed project should provide the contractor with clear, concise plans and specifications, incorporating standardized construction methods that can be utilized to generate a cost-effective bid and then be built according to plan.

ODOT currently incorporates Construction personnel on Project Design Teams. Design personnel are often contracted regarding the need for filed changes to contract plans and are encouraged to visit construction projects. But design personnel get little feedback on the overall constructability of construction projects. In order to improve on future projects, constructability issues need to be raised and addressed and improved design standards and practices implemented. Improved communications and education between design and construction personnel continues to need to be focused on.

What are we hoping to achieve?

Expanded constructability knowledge in ODOT and construction projects with the following characteristics:

- Reduced costs and enhanced quality.
- Improved and shortened project schedules.
- Improved public and construction safety.
- Reduced number of addendums.
- Reduced number of change/extra work orders.
- Reduced environmental permit violations/non-compliance.
- Minimized public inconvenience and intrusion.
- Increased compatibility on environmental requirements and construction practices.

Who is the Owner of the process?

- If the *Post-Construction Review* is mandated in the contract specifications, the ODOT Project Manager is the process owner.
- If the *Post-construction Review* is not mandated in the contract specifications, then either the ODOT Project Manager or the Contactor may request a review and then in turn, own the process.

How will we know if this is successful?

If we are getting continued improvements in contract plans and specifications we should see a trend in:

- Fewer Contract Change Orders
- Fewer contractor claims for both time and money

What are we proposing to do?

❖ Conduct a *Post-Construction Review Meeting*

There will be two types of Post-Construction Review-Mandatory or Optional

Mandatory Meeting

Will be decided by the Project Design team by the Advanced Plan stage of project development based on the following guidelines:

(S-Should; and C-Consider)

- S Project had an external pre-advertisement constructability review
- S Alternative Contracting was used
- S All modernization projects
- S Projects with complex staging and traffic control
- S Bridge replacement (reconstruction and rehabilitation)
- S Extraordinary environmental circumstances

- C Consultant designs
- C Multi-year projects
- C Projects with innovative materials and techniques
- C Projects requiring shoring
- C Sensitive neighborhoods

Optional Meetings

Will be called at the discretion of ODOT Project Manager or Contractor.

Potential reasons for calling an optional construction review is when there have been significant cost, scope or safety changes during construction or environmental issues.

- Examples: traffic control, accidents, environmental issues, innovative materials/techniques, if the project went well what caused the success etc.

❖ **Meeting logistics (both mandatory and optional)**

Who should be at the meetings?

- Contractor (estimator, superintendent, project manager, other job functions as needed.)
- ODOT (inspector, Project Manager and assistant, designer(s), Technical Services Resource Manager, Team Leader and other staff such as environmental staff as needed.)
- Other (consultants, environmental regulatory representatives, FHWA as needed.)

Where should the meeting be held?

There are advantages to holding the meeting on-site, however, it is not mandatory. Meeting location is to be determined by the meeting owner.

How is the meeting to be run?

- Face-to-face meeting.
- Consider the need for a facilitator if possible on contentious issues, claims, etc.
- Check egos at the door (designers not defensive on plans; Contractors not defensive on end project.)
- Use a set agenda if meeting is mandatory (to be developed)

When are we proposing to do the reviews?

- Near the end of on-site work, but no later than 60 days from the completion of on-site work.
- Timing is agreed upon by Contractor and ODOT Project Manager.

Distribution of meeting results

- Provide Value Engineer with minutes and/or report from the meeting.
- Designer/Team Leader at the meeting apply the lessons learned directly.
- TSRM/PM makes the call if the lessons learned should be forwarded to the following groups for a larger distribution audience:
 - Project Manager quarterly
 - Technical Service sections
 - Project Delivery Leadership Team and standing committees.

How will we implement this process?

- ❖ A template will be created to be used for meeting agendas.
- ❖ Boilerplate specification language will be created to define the following:
 - For Mandatory meetings*
 - When construction reviews are to take place
 - Who is responsible for running meeting (ODOT Project Manager)
 - For Optional meetings*
 - Who can call a meeting (ODOT Project Manager or Contractor)
 - When construction reviews are to take place
 - Who is responsible for running meeting (whoever call meeting)
- ❖ Process will be included in Project Delivery Guidebook and Construction manual. As we begin to implement we will need to keep several key ODOT and industry people involved in this process. They are listed below:
 - ODOT Area Managers Team ODOT
 - ODOT Technical Services
 - ODOT Project Leader Team
 - ODOT Consultant Project Manager Team
 - ODOT Project Manager Team
 - Association of General Contractors

Each of these teams will be instrumental in how this process is implemented. There would be updates as to the implementation progress at each of these teams quarterly or semi-annual meetings.