

2014 PARTNERING PRIORITY MATRIX

No.	A3's	Goals	Proposals	Efforts Underway	WisDOT Priority	Consultant Priority	Contractor Priority	Partners Priority	Ranking
1	6	<p><u>PROCESS AND DECISION MAKING ON DISPUTES/CLAIMS/ CONTRACT MODS</u></p> <p>Consistent, timely & fair resolution of CO's to increase efficiency, save time and cost to all partners and tax payers.</p>	<ul style="list-style-type: none"> o Set up focus group with representatives from DOT (Don Greuel & Dan Segerstrom) /Consultant(John Krinke & non ACEC /Contractors(Matt Grove & Darrin Stanke) to develop training plan for consistent statewide understanding on section 104.2.2 & 109—Meet by March 4th establish content and work plan by May 1. (Medium WisDOT Priority; Issue for CCAW to set up a meeting) o Modify and enhance “timely decision making” process—create contract log at weekly meeting including responsible party and date to resolve and utilize. CCO log in electronic spreadsheet in pantry software. Dan Segerstrom & Al Rommel to lead and develop outreach by March 1st. (High WisDOT Priority; Status of CCO agenda item) o Increase awareness and utilize neutral party when possible—Matt/WTBA, Don Miller and ACEC to address (Medium WisDOT Priority) 	CCAW CCO Agenda	Medium	High	High	H (8)	1
2	1B	<p><u>DESIGN PROCESS/QUALITY/ESTIMATING</u></p> <p>Provide plans for review prior to advertising and provide supporting documents online pre bid (soils reports, construction schedules, etc.) Consistent use of bid items across the state, such as water, ice, incidental work. Constructability review prior to 60% plans. Consistent implementation of plan reviews, define expectations and deadlines for review early in project</p>	Evaluate what and when plan information is available to contractors prior to advertisement. Coordinate with industry to identify items contributing to blended prices, and evaluate if new bid items should be created to reduce risk. Develop a process for designers to contact contractors for input in design phase. Review existing region processes for plan review and assess/implement best practices for statewide use.	CCAW Green Team Mega Projects	High	Medium	Med/High	H (7.5)	2
3	1A	<p><u>PROJECT SCOPING TIMELINE</u></p> <p>#1 Provide more design time to adjust for unidentified risks and optimize and better define the pre-design schedule.</p>	#1 More streamlined, structured consultant budget process. Possible added schedule for Pre-LC 12 tasks in PMP	P/PM Future CARS Van Walling	High	High	Low	H- (7)	T3
4	1A	<p><u>PROJECT SCOPING TIMELINE</u></p> <p>#2 Examine the need for contingencies in consultant design contracts and whether we're allowing for the ability to deal with risk.</p>	#2 Share information with project managers on identifying risk areas during contract scoping and outline discussion items during the negotiation process. Share Best Practices from other states on contract contingencies. Reinitiate Contracts and Negotiations Workgroup.	P/PM Future CARS Van Walling	High	High	Low	H- (7)	T3
5	5	<p><u>DELEGATION OF AUTHORITY</u></p> <p>1. More clearly define the authority of each person in the decision making process and be consistent statewide 2. Train/educate staff allowing them to develop expertise in specific areas so that people are more confident and able to make decisions at the lowest level possible</p>	<p>Conduct a Decision Making Workshop prior to construction</p> <p>Provide meaningful/applicable mentoring, training and feedback to staff so decisions can be made in the necessary timeframe.</p>	Project Controls Performance Measure CCAW Tracking Tool Timely Decision Making Improvement Conf. Region Const. Conf.	Medium	High	Medium	H- (7)	T3
6	8	<p><u>PROJECT CLOSE OUT</u></p> <p>Close-out projects in 6 months. Focus on getting documentation in place by project substantially complete / time stopped. Resolving outstanding issues during the life of the project.</p>	<ul style="list-style-type: none"> o More Staffing – Both Sides (Medium WisDOT Priority) o WisDOT Projects Best Practices (Medium WisDOT Priority) o Continue Weekly Meetings Beyond Time Stopped (Medium WisDOT Priority) o More Lump Sum and Pay Plan Quantity Items (Low WisDOT Priority) 	Lean Project	Medium	High	Medium	H- (7)	T3

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7	2	<u>AWARD & EXECUTION/ADDENDA/PLAN AVAILABILITY/REVIEW</u> #2 Improve consistency, limit addenda, increase quality, safety, and save \$.	#2 o In addition to continuing to notify bidders per the current practice, email all addenda notice(s) to all eligible planholders. o Email rather than fax addenda from Thursday at 4pm before let o Revise FDM process on addenda protocol. o Investigate BidExpress to answer questions so that Engineers/plan holders do not call multiple times with the same issues. o Clarify expectations for contact person after advertisement.	Other States? Electronic Signatures HCCI Mega Projects CCAW PLP Underway	Medium	Medium	Medium	M+ (6)	T7
8	3	<u>PLAN IMPLEMENTATION; DESIGN VS MEANS & METHODS</u> <u>RESPONSIBILITY; PLAN CLARITY</u> #1 More efficiently construct a project while maintaining safety and still following all contractual obligations. Reduce the potential of conflicts in the field so the project can be completed on time.	#1 o Constructability would be easier if plans were more consistent. o Enough time to review plans and understand intent prior to construction. o Field review of project prior to construction. . o Cross train through different roles. . o Don't change the specs just to change the specs, needs to be a good reason to change – will help with consistency.	Limit SPV's Timely Decision Making OJT Mentoring	Medium	Medium	Medium	M+ 6	T7
9	3	<u>PLAN IMPLEMENTATION; DESIGN VS MEANS & METHODS</u> <u>RESPONSIBILITY; PLAN CLARITY</u> #2 Develop the rules of engagement, live up to our established procedures and be consistent, resolve issues sooner at the project level, close projects quicker, reduce claims, keep projects on schedule	#2 o Share Lessons learned. More effective meetings (precon, weekly meetings, etc.) o Training -understanding the contractors view/procedures and dot view/procedures. o Training – understand and listen to other views. o Training – constructability review/field reviews during construction. o Training – consistency with accepting justification for extra work/change orders. o Training – mentoring/training of new staff both dot and contractors. o Better and more timely communication. o Establish a mindset of what is best for the project.	Limit SPV's Timely Decision Making OJT Mentoring	Medium	Low	High	M+ 6	T7
10	2	<u>AWARD & EXECUTION/ADDENDA/PLAN AVAILABILITY/REVIEW</u> #1 Communicate to Contractors; shorten contract execution delivery timeframes to construction to begin sooner.	#1 o Utilize technology between award and execution to shorten approval timeframes. o Explore possibility of Governor's office pre-authorizing execution of projects within X% of the engineer's estimate. o Post status between let and award for communication of delays to award (and what the delays are).	Other States? Electronic Signatures HCCI Mega Projects CCAW PLP Underway	Medium	Low	Med/High	M+ (5.5)	10
11	1A	<u>PROJECT SCOPING TIMELINE</u> #3 Greater consistency amongst the Regions on amendment policy. Remove negative connotation for doing amendments.	#3 Evaluate and develop recommendations for evaluating the need and processing consultant contract amendments. Reinitiate the Contracts and Negotiations Workgroup.	P/PM Future CARS Van Walling	Low	High	Low	M (5)	T11

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12	2	<u>AWARD & EXECUTION/ADDENDA/PLAN AVAILABILITY/REVIEW</u> #3 Improve plan bidability and save \$.	#3 o Schedule pre-bid meetings in the 2nd week of advertisement o Establish a method to share information; suggest a WTBA/WisDOT/ACEC semi-annual workgroup in each region to discuss upcoming projects and potential constructability issues (transmit solutions and issues so to combat duplication of the same issue, plan error, etc.) o Implement methods used on the larger projects on medium size projects; larger bidding windows, plan availability, etc. o Clarifying policy for plan availability for Contractors. When can designers send plans to Contractors (pre-PS&E?) investigate posting ALL plans via the website at the time of PS&E submittal. o Add training for earthwork & storm sewer. Outreach to industry to present common issues at training. o Evaluate combining Dec/Jan let and/or add back in October let.	Other States? Electronic Signatures HCCI Mega Projects CCAW PLP Underway	Low	Medium	Medium	M (5)	T11
13	4	<u>CLEAR ROLES AND RESPONSIBILITIES;</u> <u>TIMELY AND EFFECTIVE DECISION MAKING</u> A super-experienced person on every project. Clear Delegation - Allow people to make decisions. Remove walls between delivery and construction. Reinvigorate Transparency contracts. Give designer opportunity to be on call & weigh in on decisions during construction	o Make OJT hours a contractual requirement similar to Apprentice training In contracts, require a line item/bid item for OJT hours for oversight staff/management. Craft scope for designers to allow OJT hours for Engineer staff, to be approved during negotiation. Conduct 80/20 analysis or analyze delay-driven decisions try data gathering first; resort to anecdotes or survey if data is too cumbersome. Determine type of projects that are conducive to OJT training for oversight. Draft a plan that identifies target levels to promote decision makers. Create Metrics for construction on time, construction on budget, o Empower decision makers by educating them on priorities, boundary conditions, thresholds. Errors & omissions liability. Risk assessment. Dollar Thresholds for signatory decisions. Standard of Care principles. Manager's rule of thumb for expectations. Priority, Hierarchy of decisions. Establish Rules of Engagement/Clarify Ground rules. Reinforce the tools that are available to convey expectations. Model: Prime & subcontractors sit in one room to review PS&E and document issues; Prime takes issues to WisDOT.	Timely Decision Making	Low	High	Low	M (5)	T11
14	7	<u>QUALITY MANAGEMENT PROGRAM EXPECTATIONS/</u> <u>TESTING PROTOCOLS</u> #2 REAL TIME REPORTING AND ACCEPTANCE OF MATERIAL TESTING RESULTS AND DOCUMENTATION. DEFINE A TOOL OR DEVELOP A PROCESS TO CREATE THE REAL TIME REPORTING.	#2 o INSERT MATERIALS DISCUSSIONS REQUIREMENTS FOR WEEKLY MEETINGS & UPDATE WEEKLY MEETING TEMPLATE FOR. o UTILIZE TECHNOLOGY TO GO FROM FIELD TEST TO MRS. o UTILIZE ELECTRONIC SUBMITTALS FOR MATERIALS DOCUMENTATION. o IDENTIFY TRAINING FOR PROPER CERTIFICATION, QMP AND MATERIALS ADMINISTRATION.	Timely Decision Making CCAW Drop Box Use	Medium	Medium	Low	M (5)	T11
15	7	<u>QUALITY MANAGEMENT PROGRAM EXPECTATIONS/</u> <u>TESTING PROTOCOLS</u> #1 CLOSE THE KNOWLEDGE GAP BETWEEN THE CONTRACTOR AND PROJECT STAFF TO UNDERSTAND AND ADMINISTER THE QMP SPECIFICATIONS.	#1 o INCREASE DEPARTMENT OR CONSULTING MATERIAL STAFF TO ASSIST WITH ADMINISTERING PROJECT QMP. o DEVLEOP A TRAINING PROGRAM TO SHRINK THE KNOWLEDGE GAP AND INCREASE PROFIENCY ON UNDERSTANDING THE QMP REQUIREMENTS.	Timely Decision Making CCAW Drop Box Use	Low	Low	Low	L+ (3)	15