



Construction Management Scan

Implementation Program

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CONSTRUCTION MANAGEMENT SCAN

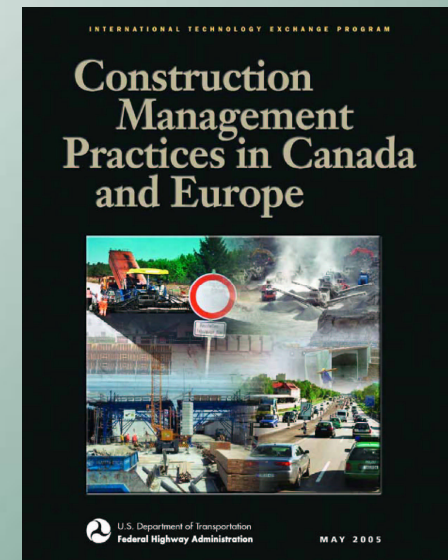


Presentation Overview

- Scan Refresher
- A Changing View of CM
- Implementation Activities
- AASHTO SOC Involvement
- What Else?

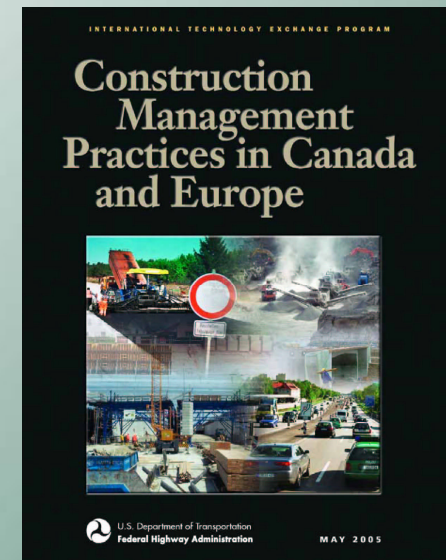
Scan Objective

- International CM Procedures
- Focus Toward Ensuring Project Delivery
- Contract Compliance
- Quality Assurance

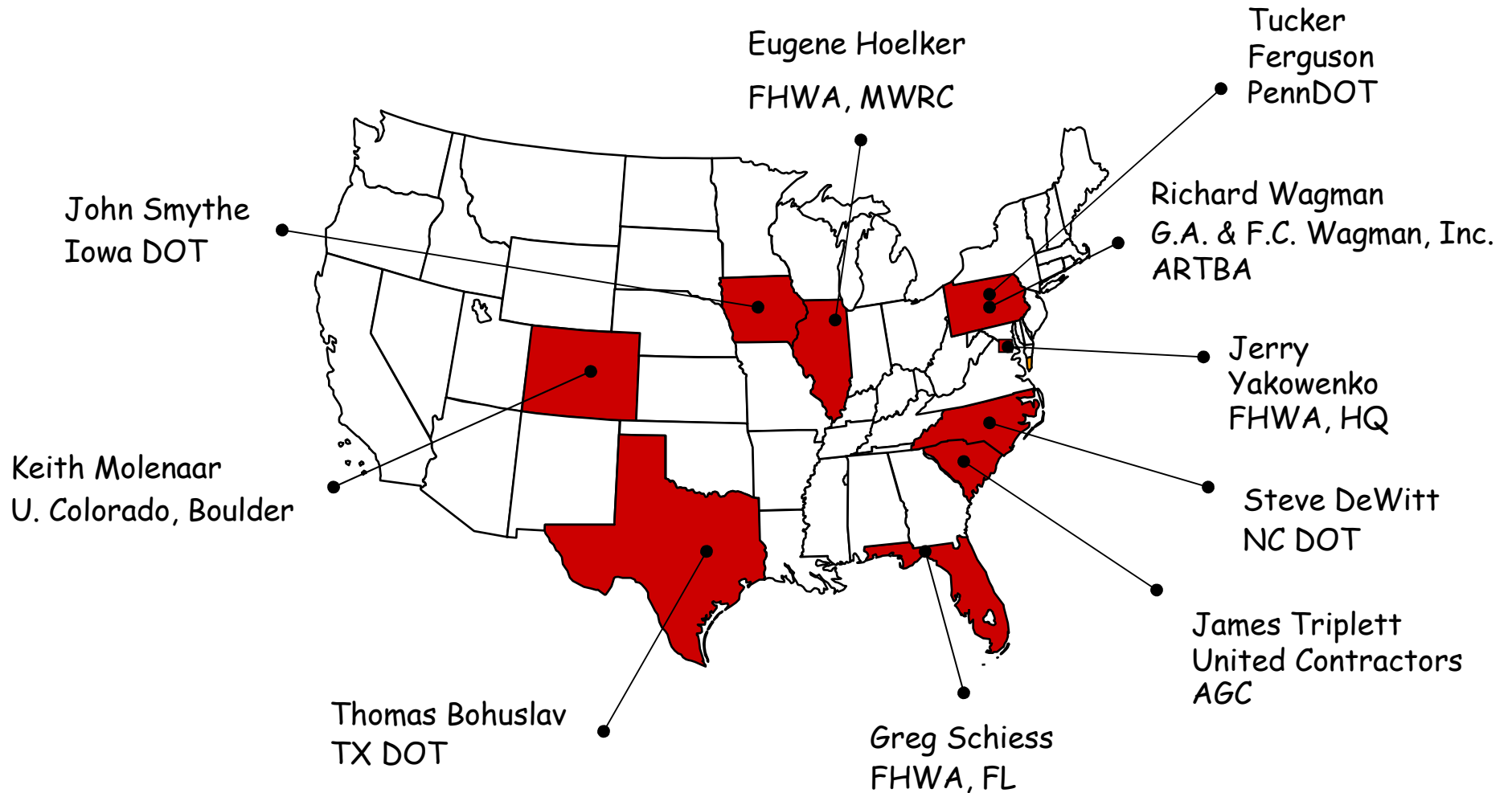


Scan Objective

- International CM Procedures
- *Focus Toward Ensuring Project Delivery*
- Contract Compliance
- Quality Assurance



Scan Team Representatives

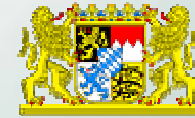




Where Did We Go?

Toronto, Canada

- Ontario Ministry of Transport
- Ontario Road Builder's Association



Munich, Germany

- Bavarian Road Ministry



Cologne, Germany

- Westfalen Road Ministry



Manchester, England

- Highways Agency



Edinburgh, Scotland

- Scottish Executive



The Hague, The Netherlands

- Ministry of Transport
- Finnish Road Administration



Recommendations

- **Align Goals**
- **Risk Management**
- **Alternative Delivery Methods**
- **Qualifications**
 - Rating Process
 - Procurement Process



Recommendations

- Early Contractor Involvement
- Alternate Bids/Designs
- Contractor Quality Management
- Alternative Contract Payment
- Warranties & Life-Cycle

Setting Projects up for Success...



A Changing View...

- What is Project Delivery?
- What Is CM?
- Why The Change?



"Old" Definition of Project Delivery

If We Can Get a Project to the Letting We Will be Successful

- Immense Pressure to Award Contracts Within a Given Timeline "No Matter What"
- Preconstruction Schedule Delays are Unacceptable
- Do "Whatever it Takes" to Get the Project to Letting



"New" Definition of Project Delivery

If We Can Get a Project Open to the Public We Will be Successful

- A Delayed Letting Does Not Necessarily Mean Delayed Completion
- Delays During Construction are Unacceptable
- Do "Whatever it Takes" During Preconstruction to Ensure We Have Focused on Completion *and Beyond*



"Old" Definition of CM

"Typical DOT Process"

Managing the Physical Construction of a Project After Award of a Contract to Ensure Quality, Safety, Cost, and Schedule Performance Expectations are Met Through Contract Administration Processes.



“New” Definition of CM

The totality of activities that address the management and technology aspects of highway construction, conducted during the planning, design, construction, and post-construction phases of a project for the purpose of achieving scope, quality level, cost, schedule and other project performance objectives.



Why The Change?

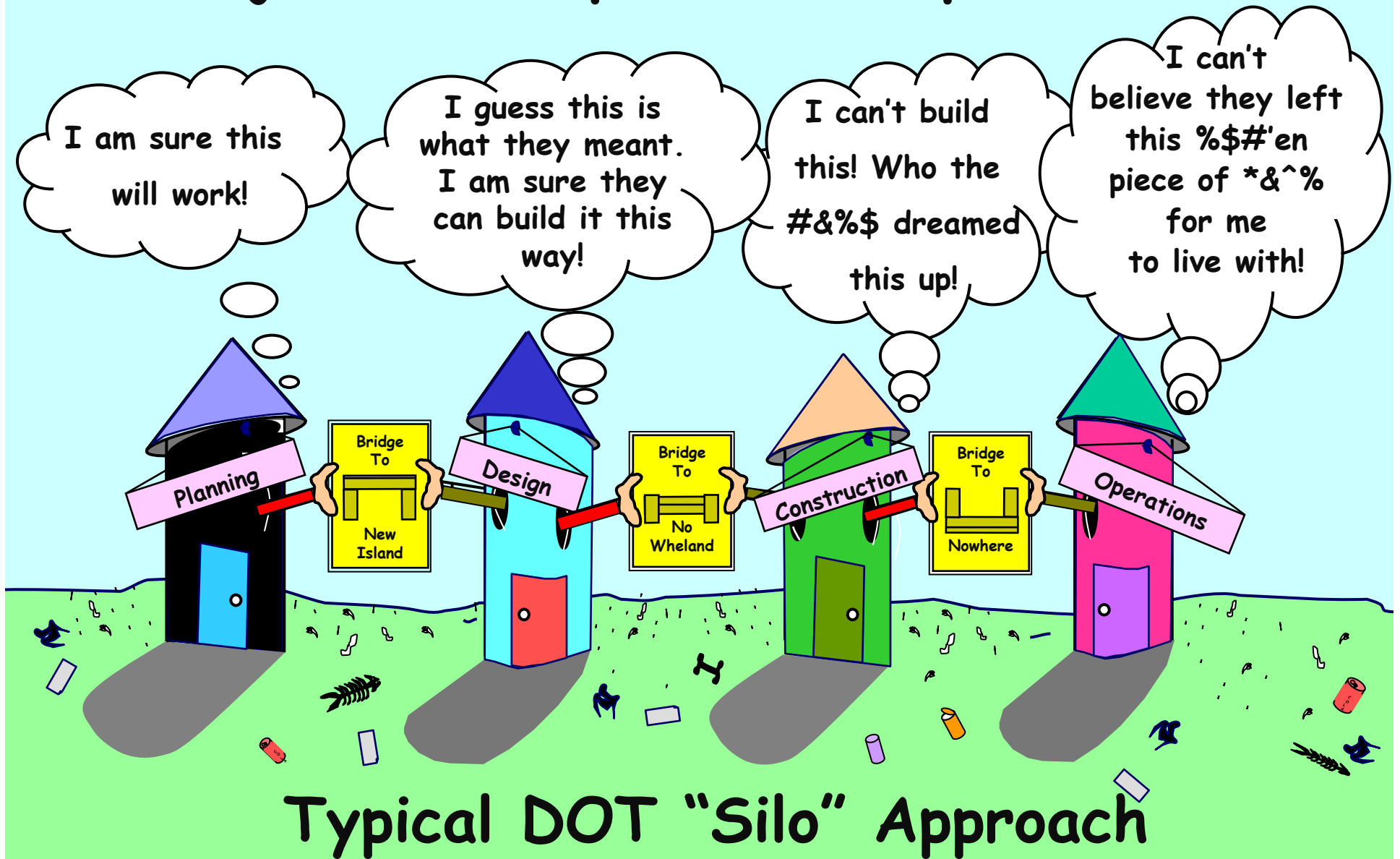
- Design-Build?
- Alternative Contracting?
- Claims?
- Added Work?
- Public, Legislative, Etc. Pressures

A Changing Transportation World...


20th Century Organizational Concepts

Trying to Adapt to 21st Century Issues.

Project Development & Implementation



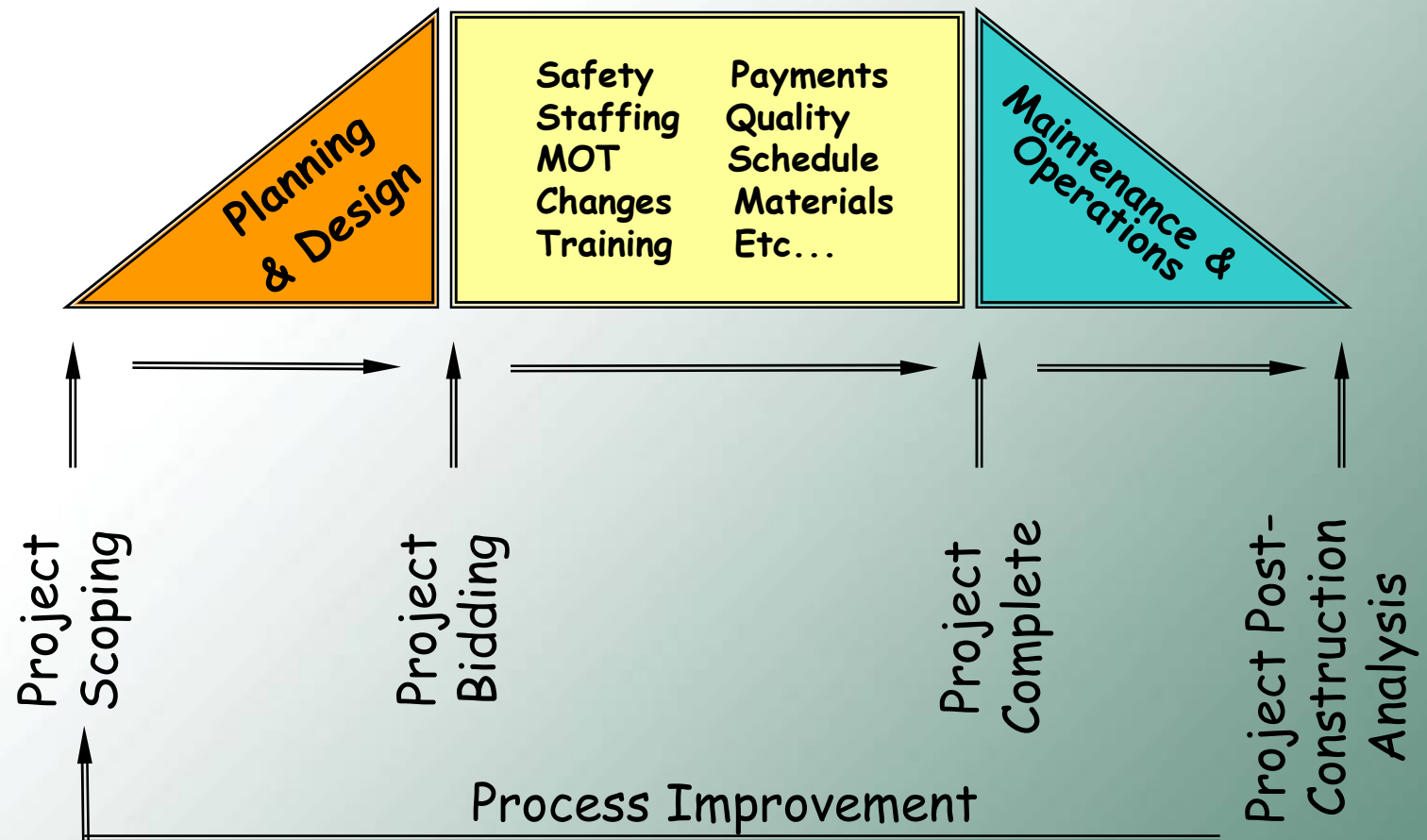
Typical DOT "Silo" Approach



The Role of The CM Expert Technical Group

- Implement Scan Findings - Yes!
- However...
 - The Mission is Larger
 - Catalyst For Change
 - Preconstruction
 - Post Construction

Construction Management Expert Technical Group



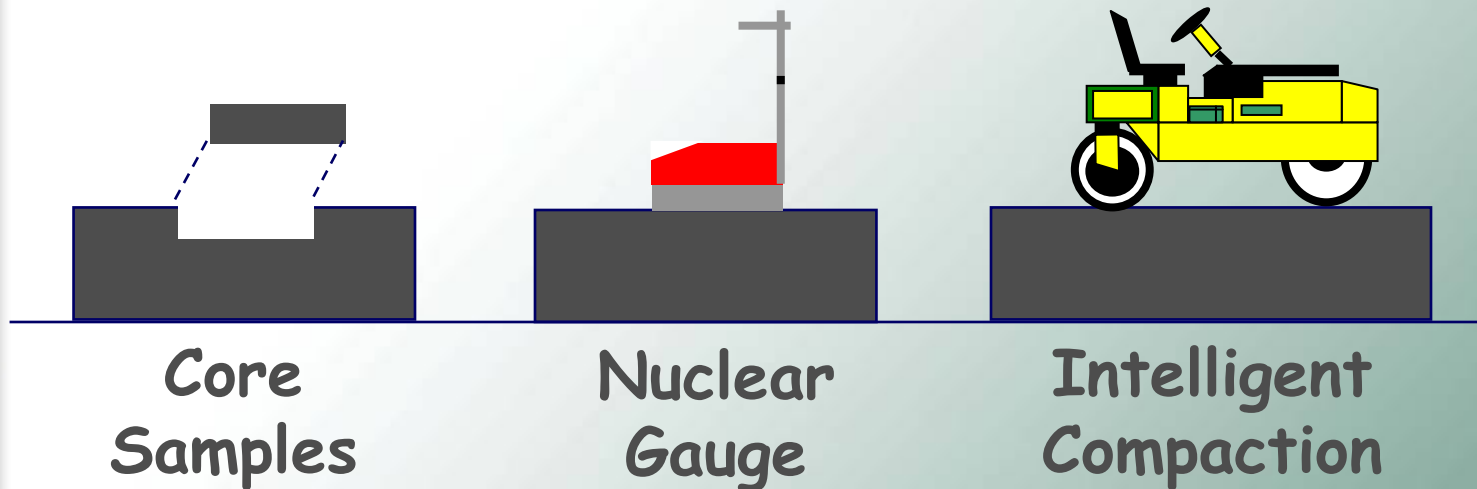
CM is Still About...

Construction

- Contract Administration
- Quality Assurance
- Quality Control
- Contract Provisions
- Training
- Experience
- Communication
- Etc...



There May be a Change of Who or How...



However, Density is Still Density, it is Still Critical, and We Must Understand it, Assure it, and Hold Contractors Accountable.

Focus on ...

- **New Definition of Project Delivery**
- **New Definition of CM**
- **Setting Projects up for Success**





CMETG

Membership & Resources

Membership

- AASHTO
- FHWA
- AGC/ARTBA
- ACEC
- Academia

Funding

- International Programs
- FHWA



Implementation Tasks

- Scan Report
- ETG
- ETG Tasks
 - Research
 - Reports
 - Training - Workshops, Courses
- International CM Conference
- Continued Evolution...



Implementation Tasks

- **Risk Guidelines**
 - Complete
 - Ready for Marketing
- **Alternate Payments Methods**
 - Complete
 - Ready For Marketing



Implementation Tasks

- **Best-Value Procurement**
 - Complete
 - Ready for Implementation
- **Alternate Bidding Practices**
 - Underway
- **Enhanced Prequalification Rating Process**
 - Underway

What Else?

- AASHTO Resolution
- Cradle to Grave PM?
 - Do We Evolve From CM to True PM?
- Partners
 - PS Workgroup
 - SHRP II Renewal
 - TRB
 - Highways for Life
- PPPs, Toll Road Development, Etc.

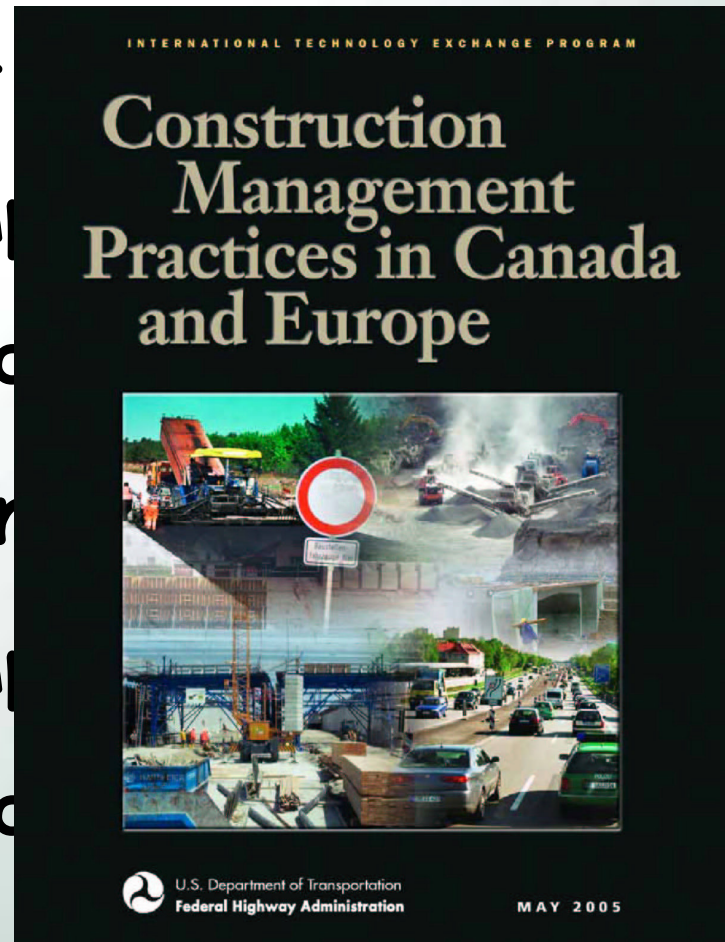
Questions?





Implementation Tasks

- Best-
 - Comp
 - Reac
- Altern
 - Comp
 - Reac



on

VEF



Recommendations

- Develop Risk Assessment and Allocation Techniques
- Strategically Apply Alternative Delivery Methods
- Enhance Qualification Rating Processes
- Use Qualifications in Procurement
- Pilot Early Contractor Involvement



Recommendations

- Allow Alternate Bids/Designs in Procurement
- Conduct Pre-Proposal Meetings
- Apply More Contractor Quality Management
- Use Appropriate Alternative Contract Payment Methods
- Work Toward Warranties and Life Cycle Responsibility



Construction Management is...

- How Much Things Change
- What Technology Brings
- How We Procure Contracts
- Who Has Responsibility
- What the Workload is
- Who the Contractor is
- What the Public Demands
- What "Wacky" Stuff Raleigh Dreams up...