16th Annual Northwest Tribal Transportation Symposium

Construction Administration - Through the Eyes of the Project Manager

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Introductions & Experience

• Keller Associates, Inc – Idaho Based Engineering Firm
  – Municipal Engineering Firm since 1993
  – 70 Employees in 4 Offices
  – Serving 7 States in The Pacific Northwest
  – Specialize In Water, Wastewater, Transportation, Planning, Stormwater, Construction Administration, Project Funding

• Michael R. Jaglowski, P.E., CPESC
  – Project Manager
  – 10 years experience
  – Tribal Experience – Shoshone-Bannock Tribe
    » Construction Administration - 2005
    » Engineering Design - 2007
Presentation Outline

- Relationships Within Construction Phase
- The Construction Management Group
- Construction Communications
- Pressing through the Project
- Project Close-Out
- The Warranty Phase
The Construction Relationship

• Who Are the Players?
  – Ownership Team
    » Project Stakeholders
    » Project Entity – Tribe, State, County, City
    » Property Owners
  – Design Engineering Team
  – Construction Administration Team
  – Construction Team

• All of the Above Members Make Up the Project Team
The Construction Relationship

- Who is the Ownership Team?
  - Project Stakeholders
  - Property Owners
  - Reviewing Agencies

- Direct Contractual Relationships
  - Ownership Team – Design Engineering Team
  - Ownership Team – Construction Administration
  - Ownership Team – Construction Team

- Each Relationship is a Contract or Responsibility to Perform
The Construction Relationship

• Limited Relationships:
  – Design Engineering Team – Construction Team
  – Construction Administration Team – Construction Team

• Limited Relationships and Responsibilities could sacrifice performance *Sacrificing Schedule or Overall Cost*

• The Common Relationship is **THROUGH the Ownership Team**
The Construction Relationship

- All Construction Groups should have the same **GOAL**
  - Ownership Team:
    » To Procure a Long Term Usable Asset
  - Design/Administrative Team:
    » To Design an Usable & Affordable Asset
  - Construction Team:
    » To Construct the Usable Asset

- A **Mutual Respect** Between all Teams is Critical
  » Clear, Direct, and Precise Communication

- Our **GOAL** could be: "At the End of the Project we all have the Desire to Build this Project Again".
Construction Management Group

- Group Consist of:
  - Ownership Team
  - Design Engineering Team
  - Construction Administration Team

- Construction Administration Team:
  - Project Manager
  - Engineering Designer (s)
  - Construction Engineers
  - Construction Observer / Inspector
Construction Management Group

- Group Roles and Responsibilities:
  - **Ownership Team**: Part of the Periodic Inspection Team and Provide Approval Capability
  - **Design Team**: To Answer Questions as to the Basis of Design and Provide Milestone Inspections
Construction Management Group

- Group Roles and Responsibilities:
  - **Construction Administration Team:** To be the *Day to Day Contact for the Project* and provide critical information to the ownership group to aid in project decisions.
  - **Construction Observer / Inspector:** Be the *Eyes and Ears* of the project, provide a written and photo journal of the project.
Construction Management Group

- **Ownership Team Roles and Responsibilities:**
  - Observes Construction Efforts Generally and **Provide Recourses** as approved to Aid in the Construction Process
  - **Reviews and Approves** All Construction Contractual Documents as Presentation by the Project Manager
  - Questions the Construction Administration Team to **Gain Understanding for Reporting.**
Construction Management Group

**Ownership Team Roles and Responsibilities:**

- Can (should) be part of the Construction Inspection Team.

- Part of the Substantial and Final Completion Inspectors.

- Approves and Seals Completion Documents
Construction Management Group

- **Project Manager Roles and Responsibilities:**
  - Becomes the *Contact between the Construction Process and Ownership Group*
  - *Reviews and Approves* All Construction Contractual Documents before Presentation to the Ownership Group
  - *Reviews Daily Progress* of Construction During informal meetings with the Construction Inspector.
Construction Management Group

- **Project Manager** Roles and Responsibilities:
  - Leads the **Project through Completion**
  - **Liaison** between the Ownership Group, Design Team, and Construction Team.
  - Conducts Completion Inspections.
  - Seals Completion Documents
Construction Management Group

- **Construction Observer** Roles and Responsibilities:
  - Becomes the *Eyes and Ears of the Project* Produces a *Written and Photo Journal* of the Project
  - *Processes Questions* and Information Requests from the Contractor
  - Liaisons with Property Owners
Construction Management Group

• Construction Observer Roles and Responsibilities:
  – Meets Daily with the Project Manager and Weekly with the Engineering Design Team.
  – Leader in producing the Record Drawings
  – Becomes the “Conduit” into and out of the Construction Process
Construction Communications

• We can “Form” this Process to Death
  – Written Project History and Records are **VITAL**

• Contractual Communications and Forms
  – Owner and Design/Administrative Team
  – Owner and Contractor
  – Notice of Award
  – Notice to Proceed
  – Pay Request
  – Change Order Request
  – Substantial Completion
  – Final Completion
Construction Communications

- Construction Field Forms
  - Request for Information (RFI)
  - Construction Directives
  - Field Order
Pressing Through the Project

- The “Big Red Bouncy Ball” – A Construction Image
- Clear and Decisive Communication
- Process all Informational Requests without Haste
Pressing Through the Project

• **Hold Weekly On-Site Construction Meetings**
  - Meeting Time & Place
  - Provide an Agenda to keep the Meeting on Task
  - Track Uncompleted Items and Assign Responsibilities
  - Keep a Running History of the Project
  - Document Contractual Milestones, Publish Schedules, and Document Progress
  - Track Contractual Changes

• **Visit and Inspect** the Project Frequently

• Conference with the Contractor
Project Close Out

• Project Finalizing Inspections
  – *Pre-Final Inspection(s)*
    » To Help Close Out Project Phases
    » To Help Close Out Project
  – *Substantial Completion*
    » Definition: The Project is Ready for its INTENDED USE.
      » Payment – 100% minus Project Retainage
  – *Final Completion*
    » Ready for the Project Ownership to be Transferred
    » No Remaining items to be completed
    » Payment – 100% Including Retainage
The Warranty Phase

- Warranty Starts when the Final Pay Application is Approved and Processed.

- Warranty Inspections:
  - Once Every Three Months – Informal Inspection
    » By the Ownership Group
    » Followed by Phone Call or Email Correspondence
  - The 11\(^{th}\) Month – Invite the Construction
    » Formal Inspection followed by a Letter Describing Project Observations
    » Letter Should Describe Action(s) by Contractor
    » Letter Should Have Timeline

- 12 Month Warranty Close-Out
Questions and Answers

Thank you

Keller Associates, Inc.