Resolving Problems by Committing to put the “Project First”
Project First: Panelists

- Gerrit Slatter, Principal Engineer – Transportation Capital Projects, City of Boulder
- Dan Hartman, Public Works Director, City of Golden
- Nathan Corbin, Kraemer North America
- Jim Moody, Colorado Contractors Association
Project First: Philosophy

- “A culture of collaboration that focuses on ‘project first’ solutions wherever possible”
- Project First is NOT an event, but rather an idea or philosophy - a culture
What is Project First? What isn’t it?

- Project First **IS**
  - Collaboration
  - Integrated Team
  - Open & Honest Communication
  - Mutually Beneficial Solutions - Compromise

- Project First **ISN’T**
  - Ignoring contractual obligations
  - Sacrificing Project Goals
Goals for this Presentation

- How it worked on the Golden project
- How it has been used on Boulder projects
- How it can be applied on any type of project
US 6 and 19th St Interchange

**CM/GC Project**

- CM Services Start - Jun 2014
- Construction Start – Feb 2016
- Project Complete – Sept 2017
Project First: Pre-Construction

Project First Pre-con Tools - Golden

- CM/GC process
  - Early Collaboration between Owners, Designers and Contractor
  - Early Identification of Project Risks
  - Integrated Team - Common Goals
Project First: Pre-Construction

Project First Pre-con Tools - Golden

- CM/GC process
  - Develop Project Goals, Team Goal & Risks
  - Project Charter

**PROJECT GOALS:**
- This will NOT be a typical intersection/interchange.
- It needs to be more than an interchange – it should be a multi-functional focal point for entry into the City.

**TEAM GOALS (Remember, more can be added or subtracted):**
- Make the partnership work.
- As we do this project, Have Fun! (Dan)
- When we are done with this project, we have become friends (Dan)

**PROJECT RISKS:**
- Keeping the residents happy
- Maintain 100% mobility during construction
- Community Meetings – Manage Citizens Expectations
Project First: Pre-Construction

Using Project First Pre-con tools on other projects

- Partnering Meeting / Kick-Off
- Risk Analysis
- Issue Escalation Process
- Early Issue Identification
- Issue Tracking / Resolution process
Partnering / Kick-off Meeting

- Executive Buy-In to Process
- Priority - Make time at beginning of project
- Open and Honest Communication about Risks / Goals
- Team Participation - Include all Stakeholders (Owners/Designer/Contractors/Subcontractors/3rd Party)
Give both sides an opportunity to identify the “Top 5 Risks” on the project.

- Threat Matrix (Assessing different risks by probability and severity)
# Project First: Risk Matrix

## Risk Matrix / Threat Matrix

- Identify Risks
- Assess Risk Probability / Severity
- Focuses Efforts
- Team Participation

## Threat Assessment Matrix

<table>
<thead>
<tr>
<th>Threat Description</th>
<th>Probability</th>
<th>Severity</th>
<th>P+S</th>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extended inclement weather</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>Medium: 4-5</td>
</tr>
<tr>
<td>Distracted drivers</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>High: 6-8</td>
</tr>
<tr>
<td>Lack of labor resources</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>Medium: 4-5</td>
</tr>
<tr>
<td>Lack of equipment resources</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>Low: 1-3</td>
</tr>
<tr>
<td>Not attaining schedule completion date</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>Low: 1-3</td>
</tr>
<tr>
<td>Rework due to lack of timely approvals</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>Medium: 4-5</td>
</tr>
<tr>
<td>Different interpretation of contract requirements</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td>Medium: 4-5</td>
</tr>
<tr>
<td>Potential for differing site conditions</td>
<td>4</td>
<td>4</td>
<td>8</td>
<td>High: 6-8</td>
</tr>
</tbody>
</table>
**Project First: Issue Escalation Process**

**Issue Escalation**

- Develop Issue Escalation Ladder
  - Appropriate Counterpart
  - Role Identification
  - Responsibility – What type of problems get escalated
  - Time Frame – Don’t let thing linger
- Empower Each Level to Solve

<table>
<thead>
<tr>
<th>Level</th>
<th>Project Owner / Consultant</th>
<th>Contractor</th>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project Engineer / Project Construction Manager</td>
<td>Superintendent</td>
<td>Run the day-to-day operations on the construction site and control the short-term schedule</td>
</tr>
<tr>
<td>2</td>
<td>Resident Engineer / Program Manager / Department Manager</td>
<td>Project Manager</td>
<td>Finance-related tasks (especially labor and material cost control) and long-term scheduling</td>
</tr>
<tr>
<td>3</td>
<td>Program Engineer / City Engineer / County Engineer</td>
<td>Project Sponsor / VP</td>
<td>Senior Management</td>
</tr>
<tr>
<td>4</td>
<td>RTD / Public Works Director</td>
<td>President / Owner</td>
<td>Final Say</td>
</tr>
</tbody>
</table>
Early Issue Identification

- Are we talking about the same problem?
- Process for addressing the problem
- Understand each other’s roles and responsibilities
- Document the decision
Project First: Issue Tracking / Resolution

Issue Tracking / Resolution

- Weekly meetings - agenda item for discussing new and pending problems
- Issue discussion
  - Let each side (Owner and Contractor) define the problem
  - Once there is agreement on the problem, look at contract and let each side explain its interpretation of how the contract addresses the problem
  - Be open to an acceptable compromise
- Don’t Wait – Things only get worse with time
Project First Tools: Nurturing the Culture

REMINDER: Project First is NOT an event, but rather an idea or philosophy

- Team building events
- Stakeholder surveys
- Goal: Leave the project as friends
Project First: Online Resources

- CCA: www.coloradocontractors.org/CCA/Build/Project_First/CCA/Build/Project_First.aspx
- CDOT: www.codot.gov/business/designsupport/design-docs/partnering-on-construction-projects