Accountability and Transparency in Construction

IHEEP 2009

Terry Sullivan & Dave Carrow

Agenda

- Purpose
- Company Background
- The History of the Local Program
  - FHWA Findings
- Possible Solutions for Addressing Requirements
- Actions to Consider
- Q&A

Purpose – Why are we here?

- Discuss FHWA/DOT Requirements for Local Aid Projects
- Provide an opinion on significant risk areas associated with these Requirements for DOTs and their Local Governments
- Create awareness regarding existing solutions that address these areas

Background

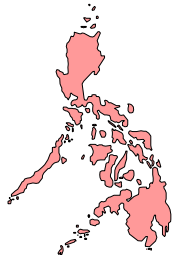
- Contractor for American Association of State Highway & Transportation Officials (AASHTO)
- Info Tech developed software is used in 42 U.S. state DOTs, 125 local agencies, 2 Canadian provinces, hundreds of engineering firms, and by thousands of transportation contractors

- 30+ years in operation
- 11+ years in Internet Sealed Bidding
- Corporate HQ in Gainesville, Fla.
- Regional offices: Atlanta, DC, and Sacramento
- 180 professionals

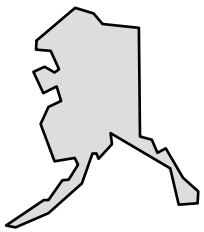
What Value does Trns•port® Software Provide?

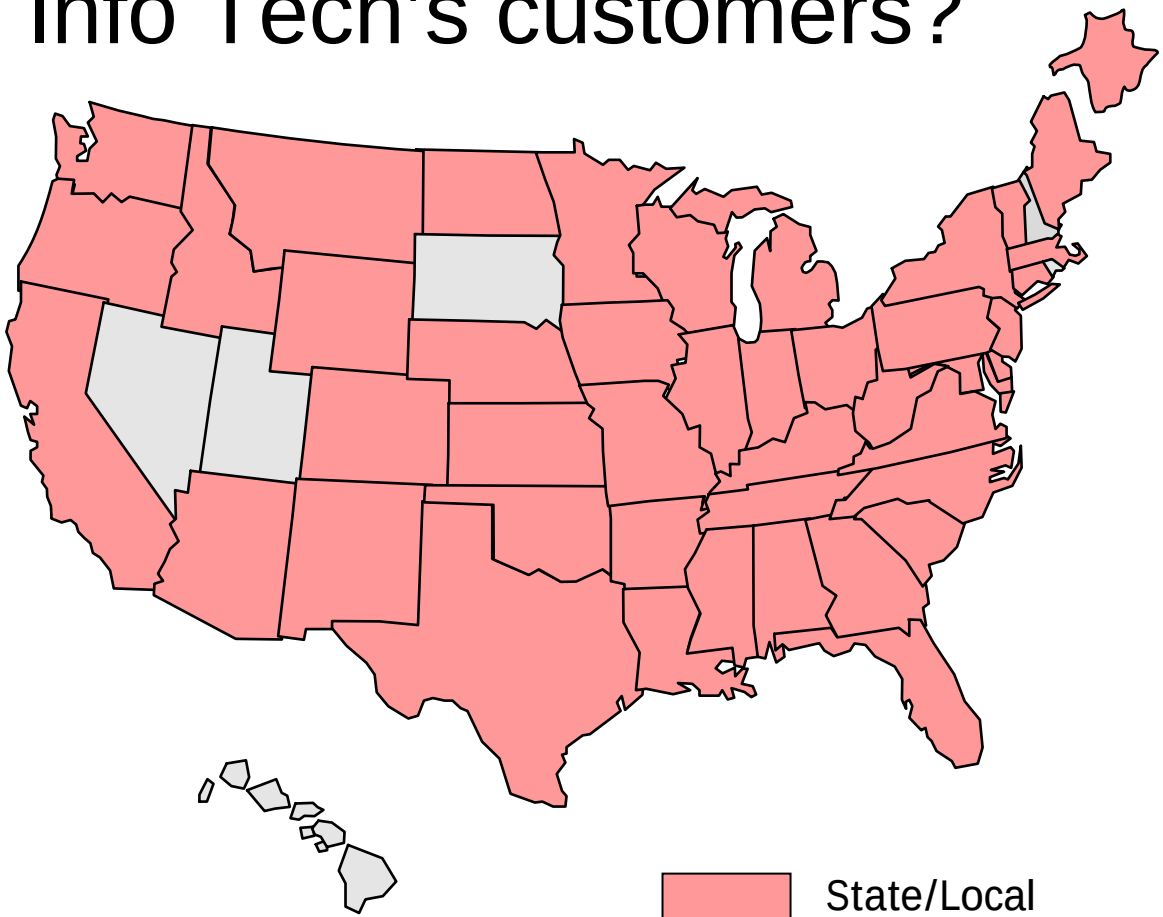
- Enables transportation agencies to:
  - Develop cost estimates for their projects
  - Organize their projects for advertisement
  - Advertise and receive bids electronically
  - Provide a forum for communication between prime contractors, subs and DBE firms
  - Analyze all bids for collusive behavior
  - Track and report on construction in the field
  - Generate change orders & contractor payments

Where are Info Tech's customers?



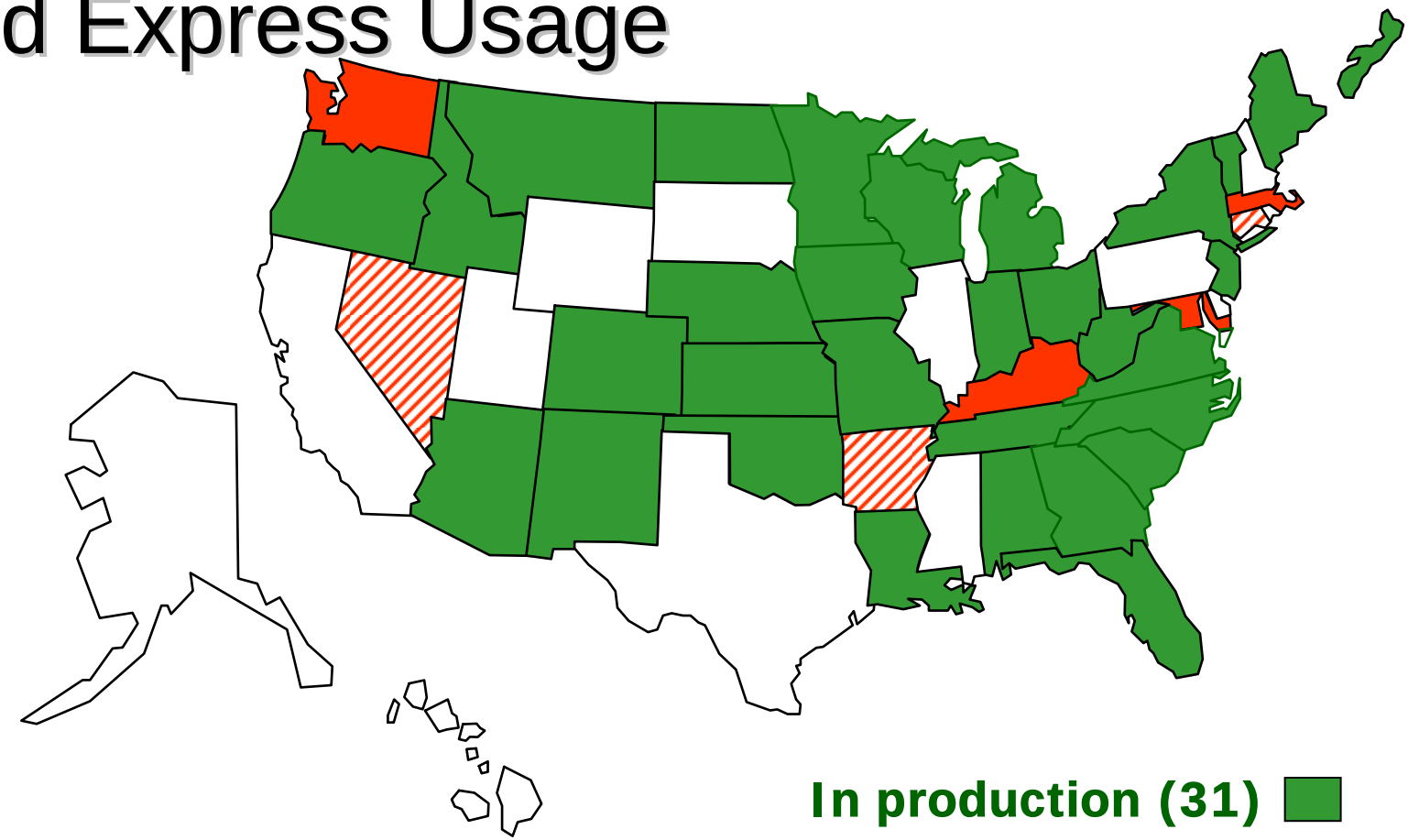
The Philippines





State/Local
Transportation Agencies
& Consultants

Bid Express Usage



Example: Bid Express (Electronic Bidding)

- 11 years of signed, sealed bidding via the Internet
- 31 state DOTs and 6 local agencies use Bid Express to advertise, post, and receive bids
- About 5,000 contractors use Bid Express to search for jobs and submit signed, sealed bids to agencies
- In 2008, more than 27,000 bids worth more than $103.5 billion were submitted via Bid Express
- Levels the playing field and is a tremendous cost savings to agencies and contractors
- Small Business Network focuses directly on DBEs

History of Local Program

- Pre mid ‘90’s
  - DOTs Inspected Local Projects
- Post mid ‘90’s
  - Locals were left on their own

Pre mid ‘90’s

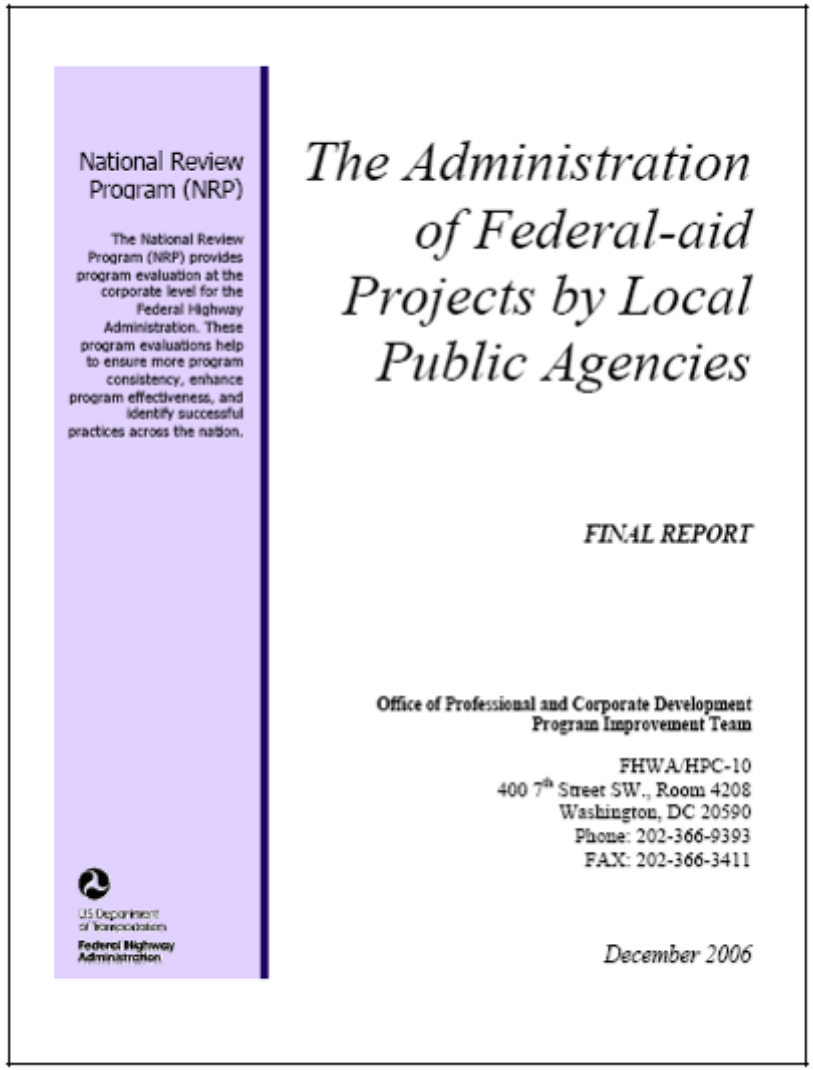
- Most DOT’s did the CI on Local Projects
- DOT Project Engineer
- Consultant and/or DOT staff
- Followed DOT CI Requirements (MURK)

Post mid ‘90s

- Locals were made accountable for CI
- Most didn’t have Engineering Staff
- Most used Consultants
- Many Consultants followed MURK
- Some used a “watered down” version
- Records were inconsistent at best

An interesting read…

- Report released by the Federal Highway Administration entitled *The Administration of Federal-aid Projects by Local Public Agencies*
- In 2006, an executive review of 39 locally-administered projects by 35 different local agencies was completed to compile the report
- **Review team concluded that, by and large, Federal funds were "not used effectively and efficiently in locally administered projects..."**


National Review Program (NRP)

The National Review Program (NRP) provides program evaluation at the corporate level for the Federal Highway Administration. These program evaluations help to ensure more program consistency, enhance program effectiveness, and identify successful practices across the nation.

US Department of Transportation
Federal Highway Administration

The Administration of Federal-aid Projects by Local Public Agencies

FINAL REPORT

Office of Professional and Corporate Development
Program Improvement Team

FHWA/HPC-10
400 7th Street SW., Room 4208
Washington, DC 20590
Phone: 202-366-9393
FAX: 202-366-3411

December 2006

Also noted in the report…

- "...Weaknesses were found in Local Program Agency processes associated with program management...contract award and construction contract administration."
- "...construction quality was highly variable, and the quality and availability of records made it difficult to verify compliance."
- "There is a risk to the agencies who are responsible and accountable for local Federal-aid projects that funds are being used inefficiently and ineffectively. In addition, there may be a risk of fraud, waste and abuse."

Repercussions for DOTs

- Increased Financial Integrity Review and Evaluation (FIRE) Audits
- FAIN – Federal Aid Ineligibility Notification

What now?

- Agencies are looking for innovative ways to address these problems
- FHWA is showing particular interest in technological solutions
  - Client/server (installed) software
  - Web-based applications
  - Web-based services
- Solutions that are inclusive of all parties (for the agency, contractors, and consultants)

Appia – A Web Based Solution

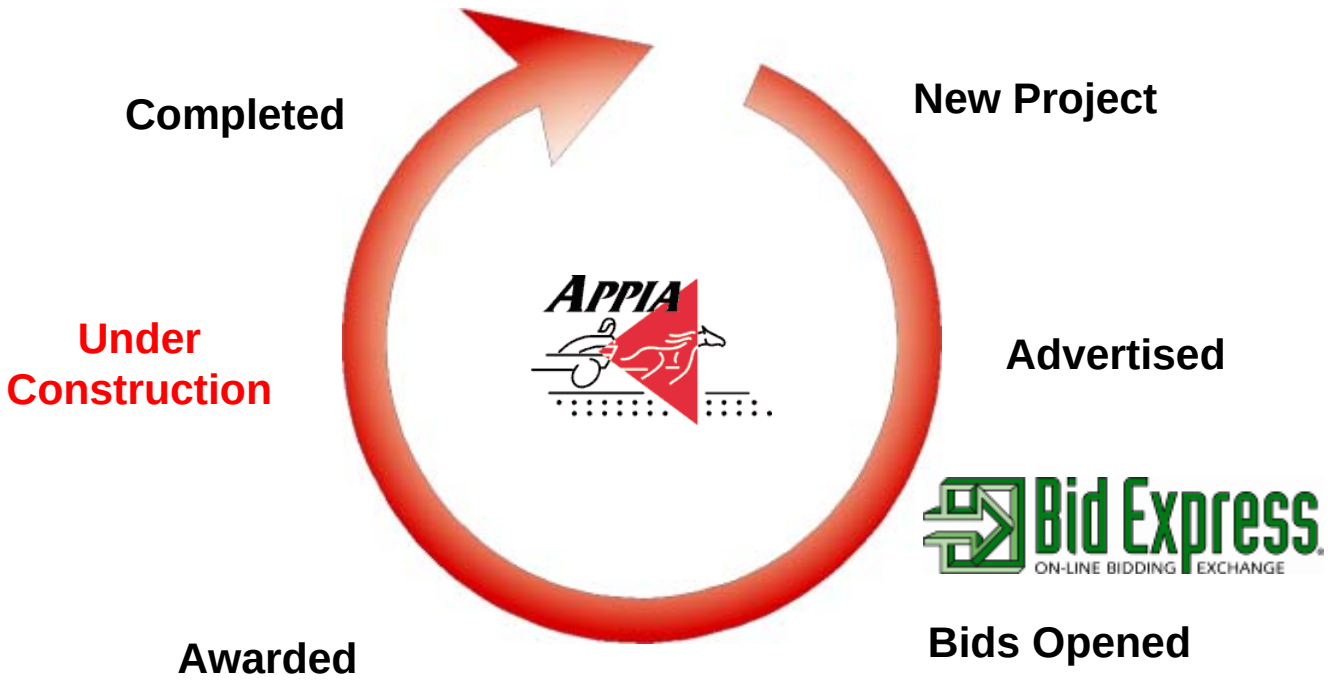
What is Appia?

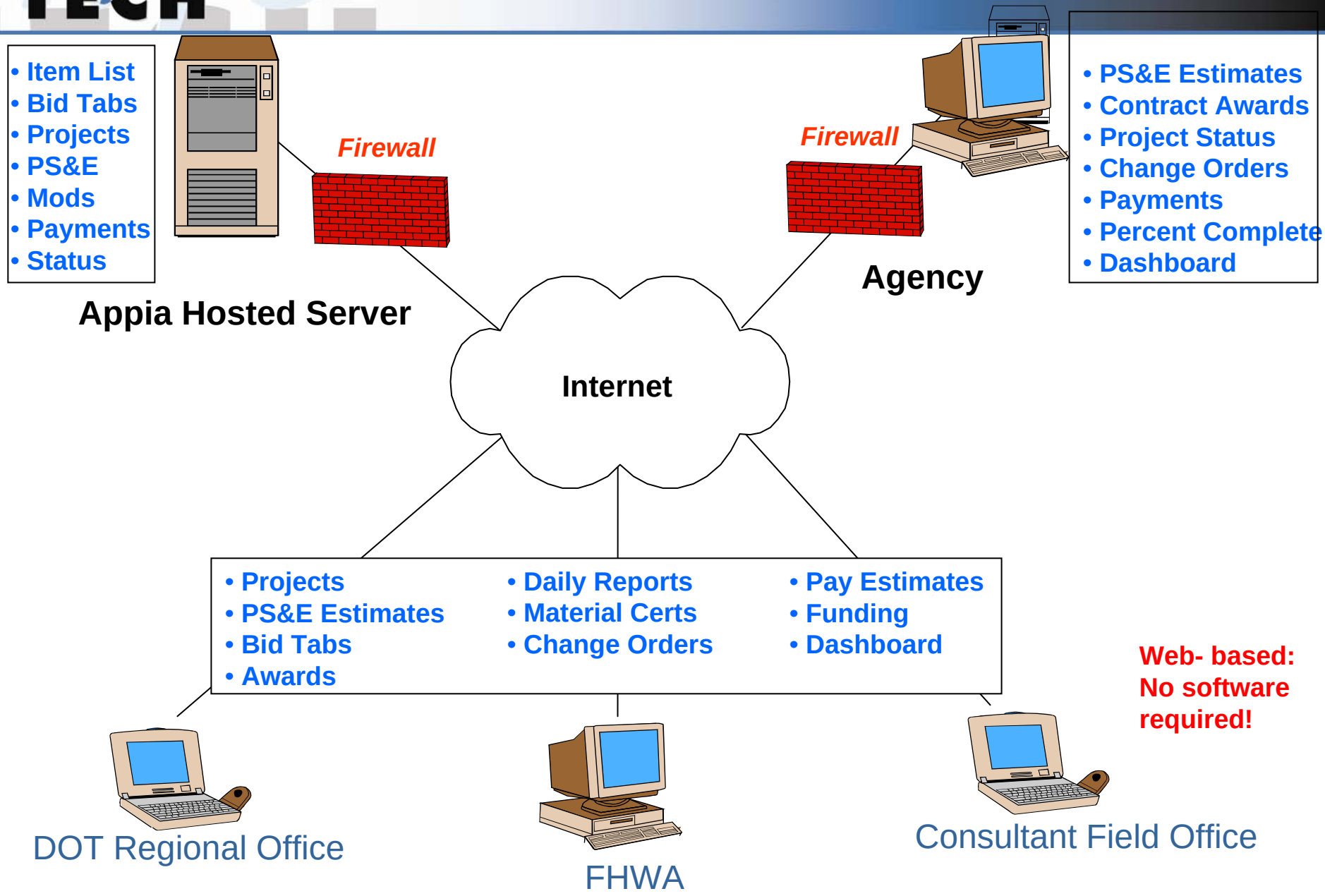
- Web-based program for construction program management/administration for local agencies and consulting firms
- Automates and integrates:
  - Project definition and cost estimation
  - Advertising and bidding
  - Contract award decisions
  - Construction management/administration and inspection
  - Program and project level reporting and analysis

Appia – continued

- Modular – Only use functionality you need
- Limited resource friendly
  - Hosted Service – No IT requirements
  - Minimal training needed
  - License includes new releases
  - Unlimited support (included in license fee)
- Configurable settings and business rules
- Business drives the technology – NOT the other way around!

The Appia project lifecycle




• Item List
• Bid Tabs
• Projects
• PS&E
• Mods
• Payments
• Status
Appia Hosted Server
Firewall
Firewall
Agency
• PS&E Estimates
• Contract Awards
• Project Status
• Change Orders
• Payments
• Percent Complete
• Dashboard
Internet
• Projects
• PS&E Estimates
• Bid Tabs
• Awards
• Daily Reports
• Material Certs
• Change Orders
• Pay Estimates
• Funding
• Dashboard
Web- based:
No software
required!
DOT Regional Office
FHWA
Consultant Field Office

NY Locals' use of Info Tech CI Software

- Began w/FieldManager 2003
- Did Pilots 2004 & 2005
- FM accepted by FHWA & DOT
- First Appia Construction 2008
- Appia Construction accepted by FHWA & DOT Spring 2009

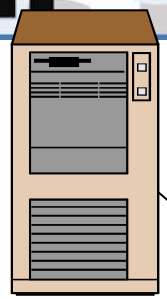
NY Locals' use of Info Tech CI Software

- Consultants using Appia Construction in 5 Regions on Local Projects
- NYSDOT Region and Main Office staff monitor Local Projects from their desk
- FHWA also has access to all Projects
- All audits of projects using FM or Appia Construction have been satisfactory

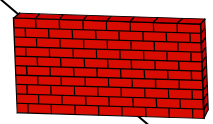
Existing

New York LAP Administration

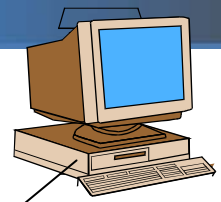
- Item List
- Bid Tabs
- Projects
- PS&E
- Mods
- Payments
- Status



Firewall

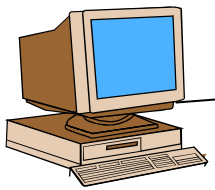


Appia Hosted Server

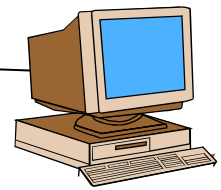


NYSDOT Main Office

Internet



NYSDOT Regions

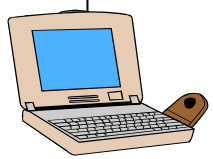


FHWA Regional Office

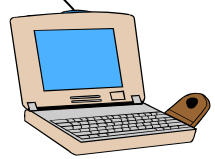
- Projects
- PS&E Estimates
- Bid Tabs
- Awards
- Daily Reports
- Material Certs
- Change Orders
- Pay Estimates
- Funding
- Dashboard

Web- based: No software required!

Consultant Offices



City Offices



County Offices

Info Tech Construction Products ROI

- Accountability
- Source Data entry
- Standardization
- Elimination of redundant entries in Daily Diary
- Material Tracking and calculation of insufficiencies at Estimate time
- Timely and accurate contractor estimates

Info Tech Construction Products ROI

- Search/find capabilities – Daily, at Audit time and at Claim time
- Item Balancing – when doing Change Orders during Project and at Final
- Readily available reporting such as the item history to date
- Usage calculation on stockpiles

Top to Bottom Utilization of CI Products

- Inspector
  - Easy to enter inspection reporting
  - Can be done at home or office due to web-based program
- Resident Engineers
  - Easy to review inspection reports
  - No data entry errors after approval of quantities
  - Less time to prepare estimates

Top to Bottom Utilization of CI Products

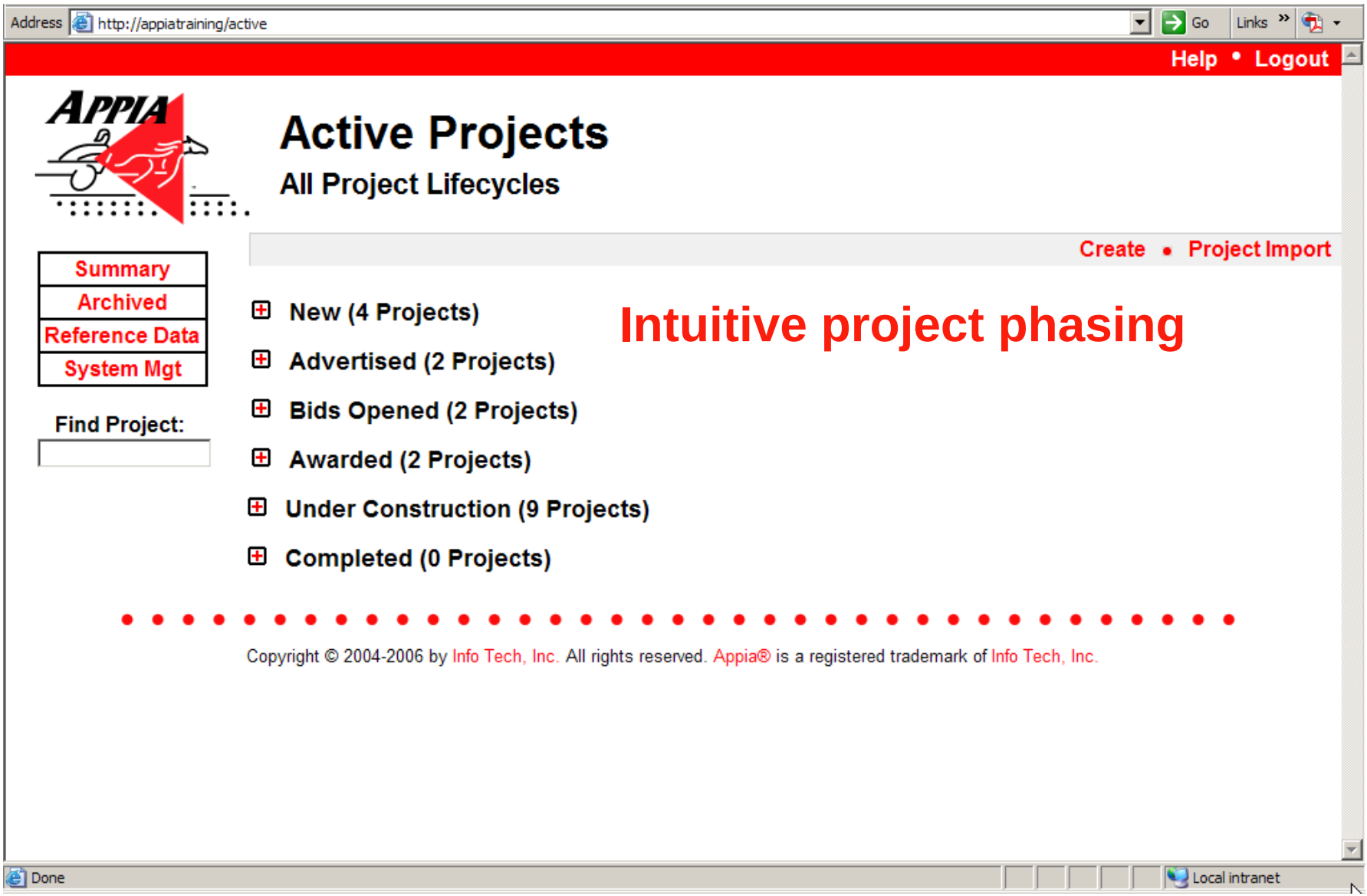
- Records Specialist
  - Easy to process estimates
  - Can be done without much input from field office other than period end date
- Manager
  - Have real time cost projections of construction costs and progress rather than monthly estimates
  - Can look at “Composite Project Costs” in real time and can predict a budgetary problem quicker

Appia Construction

Appia - Construction

- Source Data Entry at the IR
- Daily Diaries
- Material Certification w/filtered payments
- Progress Payments
- Tracks Multiple Funding Sources
- Change Order Administration
- Item Balancing for Processing the Final
- Real-time project access

New project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Active Projects
All Project Lifecycles
Create • Project Import
Summary
Archived
Reference Data
System Mgt
Find Project:
New (4 Projects)
Advertised (2 Projects)
Bids Opened (2 Projects)
Awarded (2 Projects)
Under Construction (9 Projects)
Completed (0 Projects)
Intuitive project phasing
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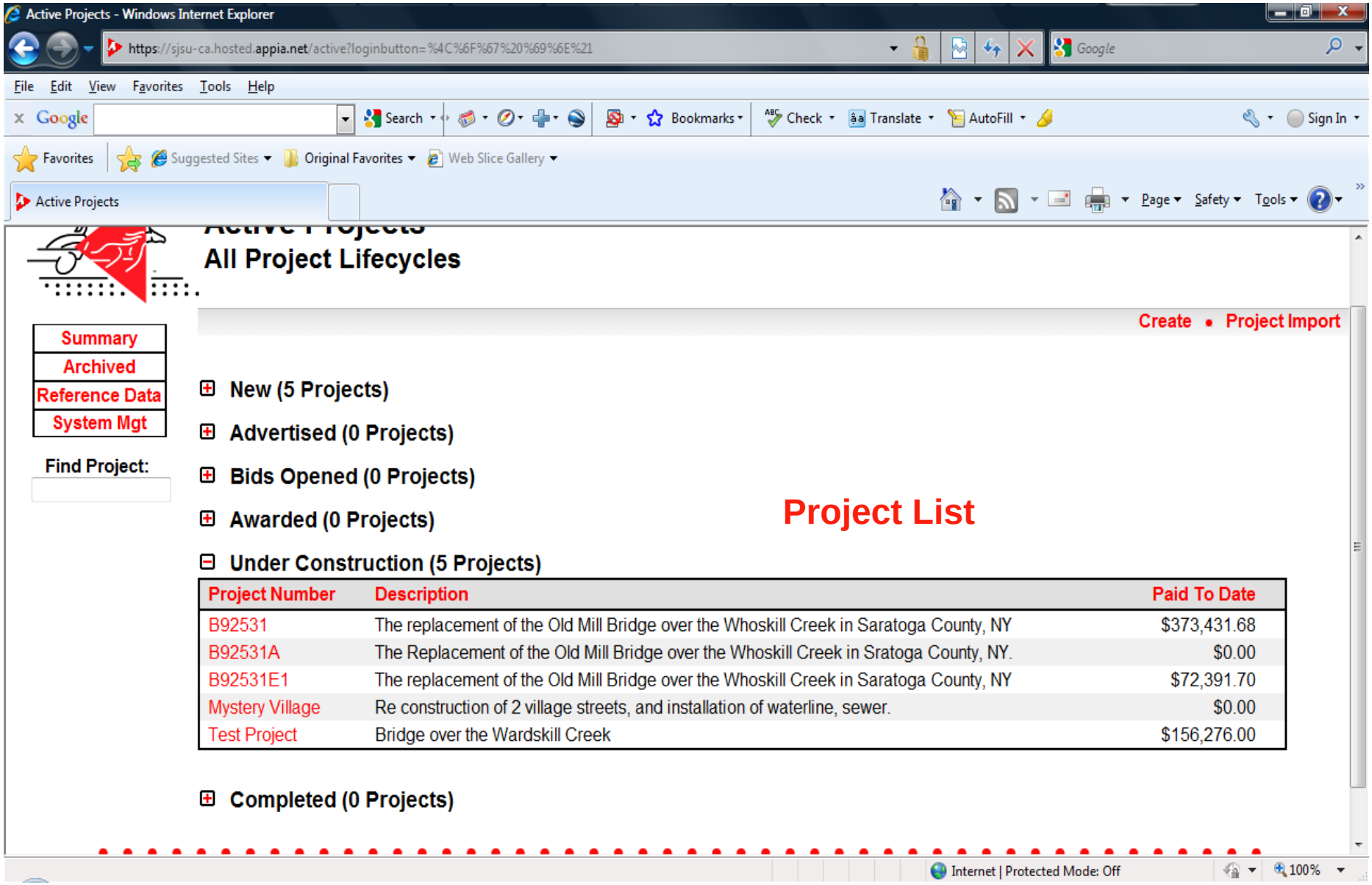
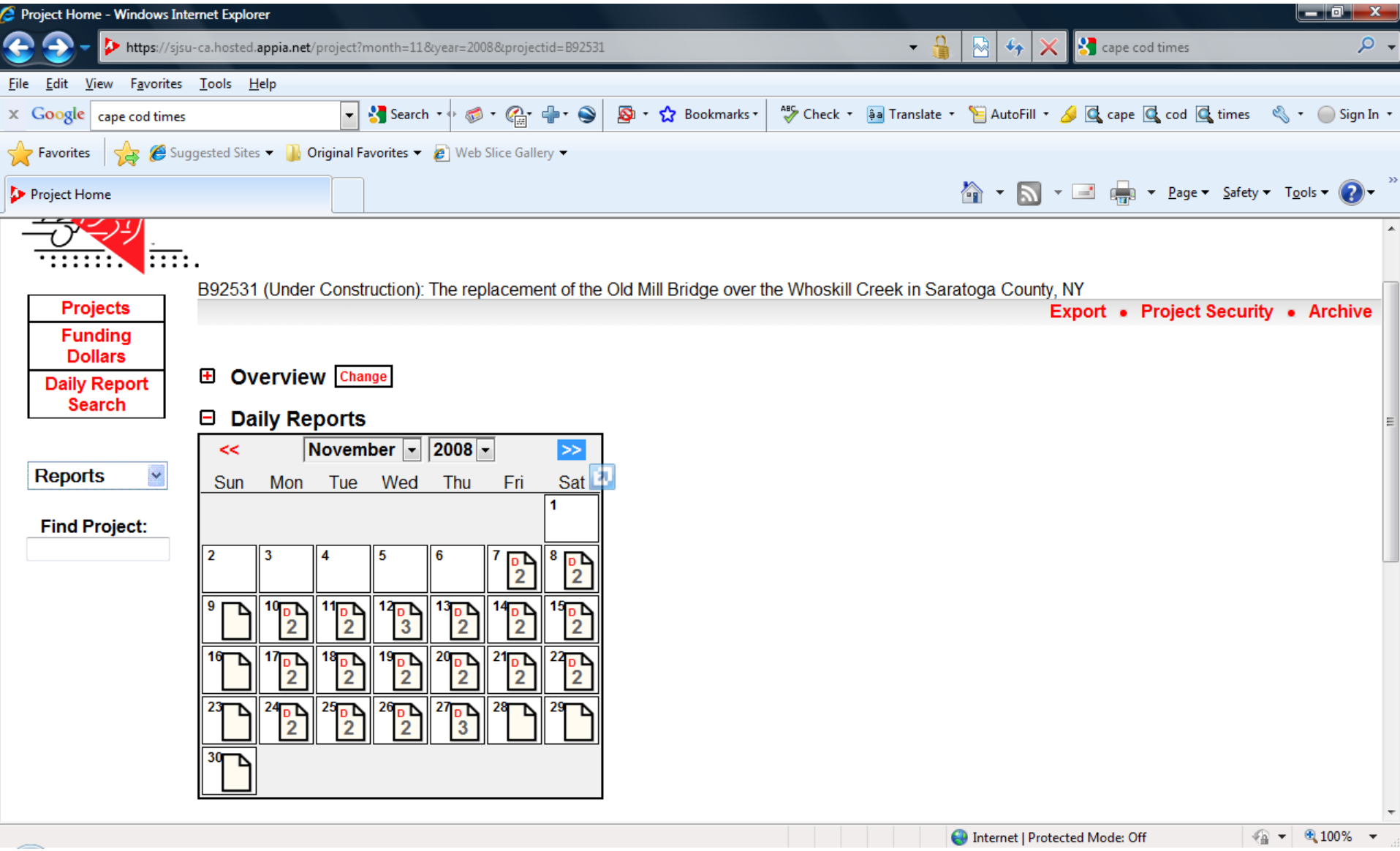
Done
Local intranet



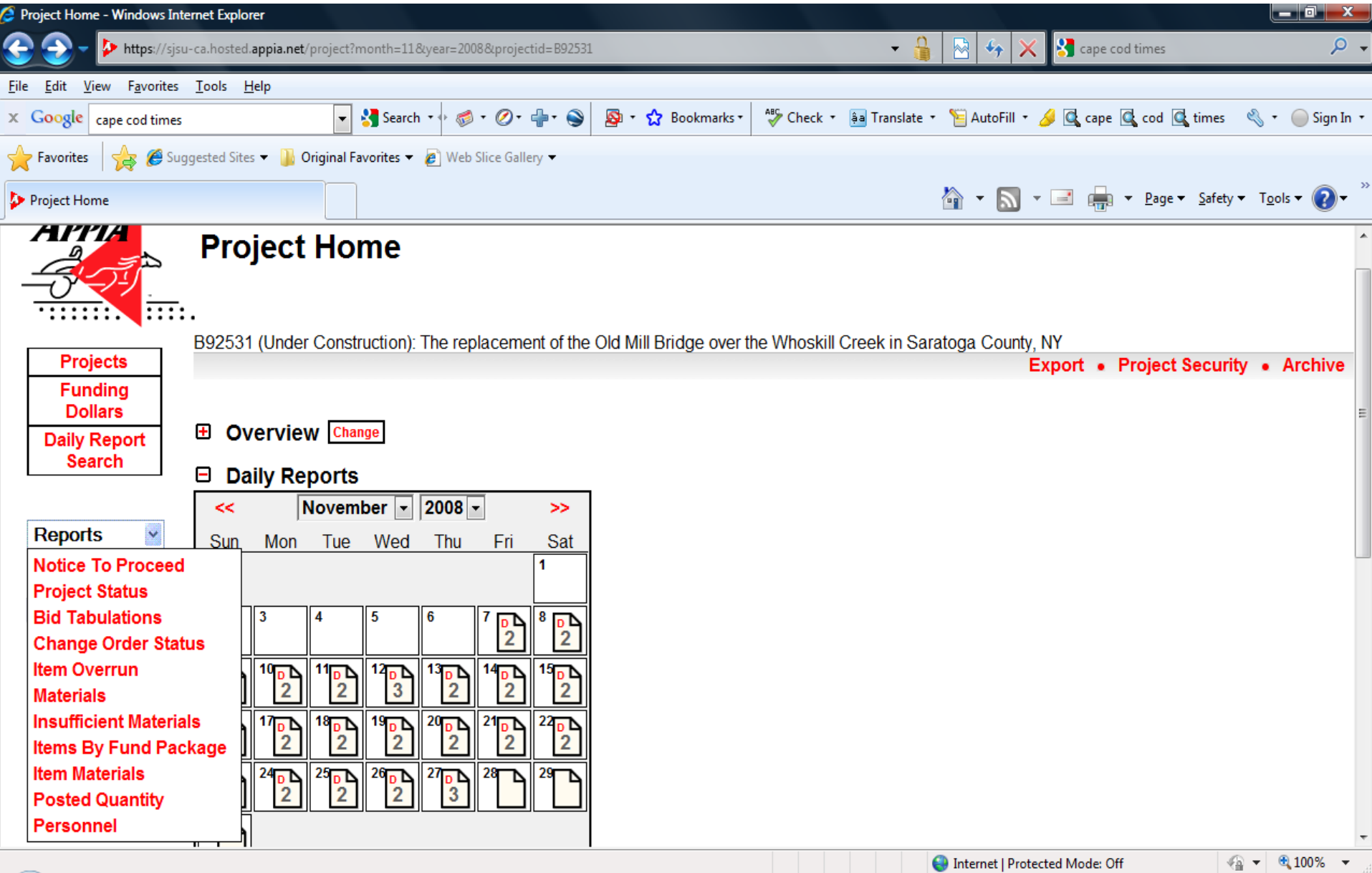
Project List

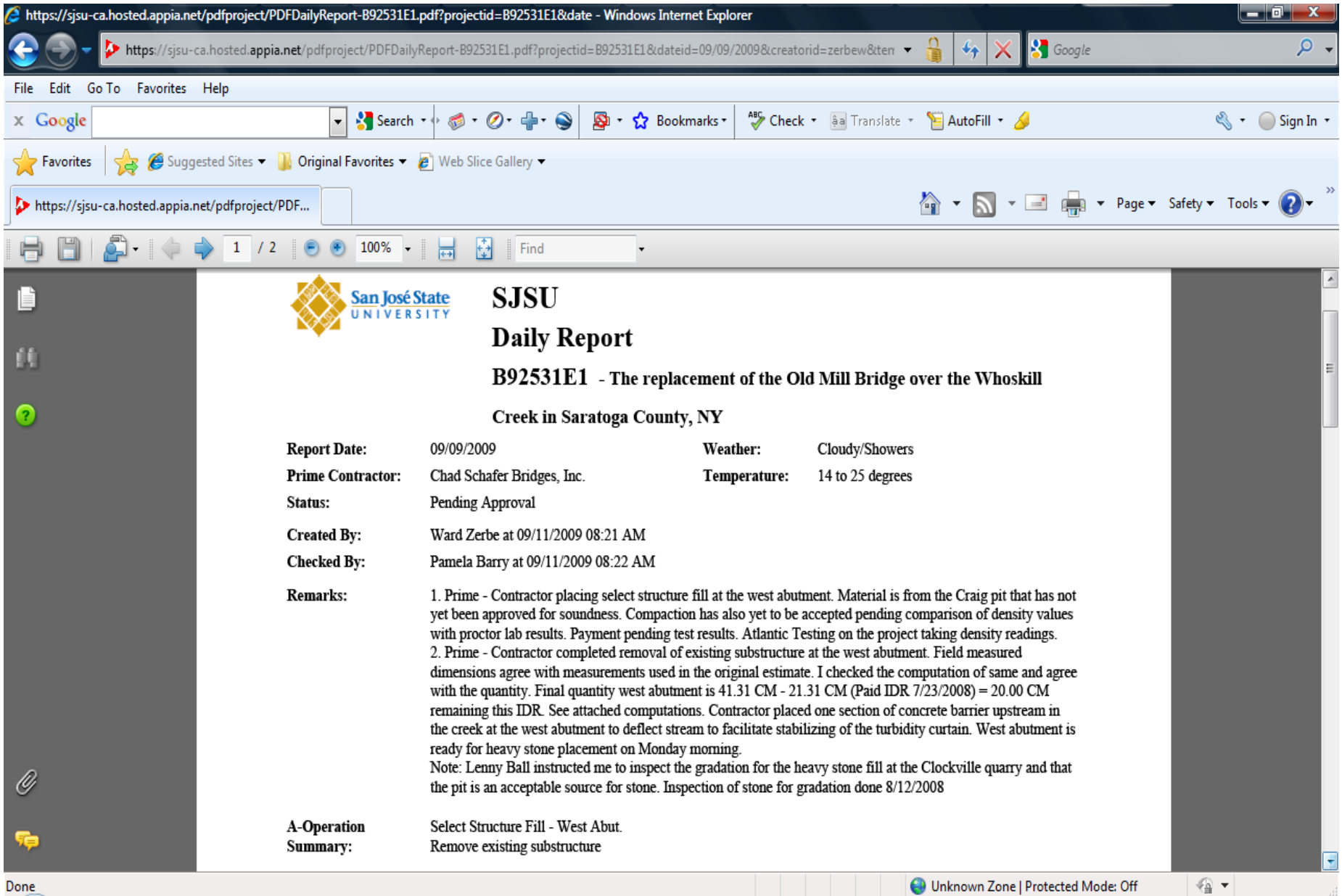
Project Number	Description	Paid To Date
B92531	The replacement of the Old Mill Bridge over the Whoskill Creek in Saratoga County, NY	$373,431.68
B92531A	The Replacement of the Old Mill Bridge over the Whoskill Creek in Sratoga County, NY.	$0.00
B92531E1	The replacement of the Old Mill Bridge over the Whoskill Creek in Saratoga County, NY	$72,391.70
Mystery Village	Re construction of 2 village streets, and installation of waterline, sewer.	$0.00
Test Project	Bridge over the Wardskill Creek	$156,276.00

Daily Reporting



Built-in Reports

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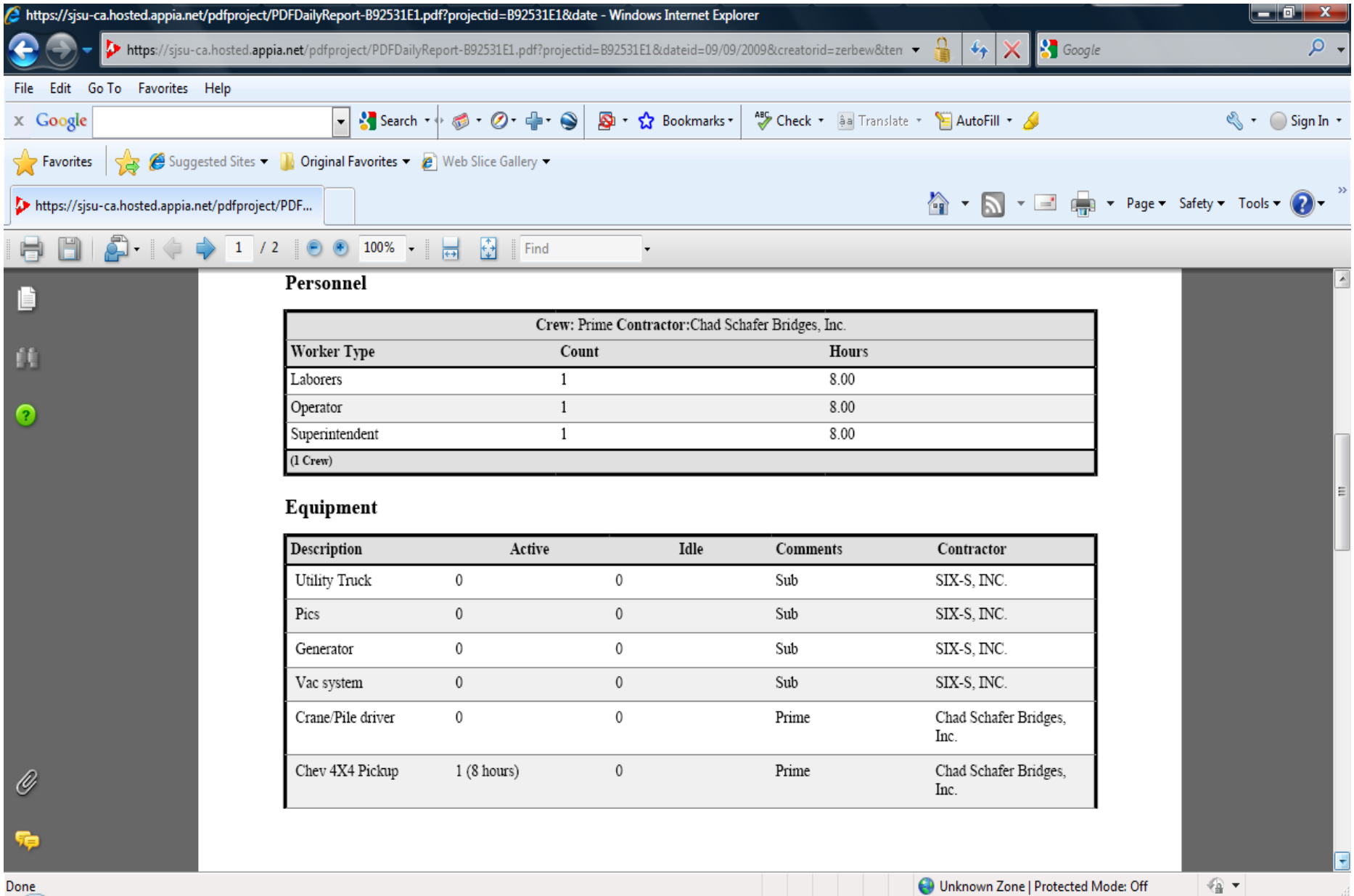
Find
San José State UNIVERSITY
SJSU
Daily Report
B92531E1 - The replacement of the Old Mill Bridge over the Whoskill Creek in Saratoga County, NY
Report Date: 09/09/2009
Weather: Cloudy/Showers
Prime Contractor: Chad Schafer Bridges, Inc.
Temperature: 14 to 25 degrees
Status: Pending Approval
Created By: Ward Zerbe at 09/11/2009 08:21 AM
Checked By: Pamela Barry at 09/11/2009 08:22 AM
Remarks: 1. Prime - Contractor placing select structure fill at the west abutment. Material is from the Craig pit that has not yet been approved for soundness. Compaction has also yet to be accepted pending comparison of density values with proctor lab results. Payment pending test results. Atlantic Testing on the project taking density readings.
2. Prime - Contractor completed removal of existing substructure at the west abutment. Field measured dimensions agree with measurements used in the original estimate. I checked the computation of same and agree with the quantity. Final quantity west abutment is 41.31 CM - 21.31 CM (Paid IDR 7/23/2008) = 20.00 CM remaining this IDR. See attached computations. Contractor placed one section of concrete barrier upstream in the creek at the west abutment to deflect stream to facilitate stabilizing of the turbidity curtain. West abutment is ready for heavy stone placement on Monday morning.
Note: Lenny Ball instructed me to inspect the gradation for the heavy stone fill at the Clockville quarry and that the pit is an acceptable source for stone. Inspection of stone for gradation done 8/12/2008
A-Operation Summary: Select Structure Fill - West Abut.
Remove existing substructure
Done
Unknown Zone | Protected Mode: Off

Personnel & Equipment Tracking



Personnel

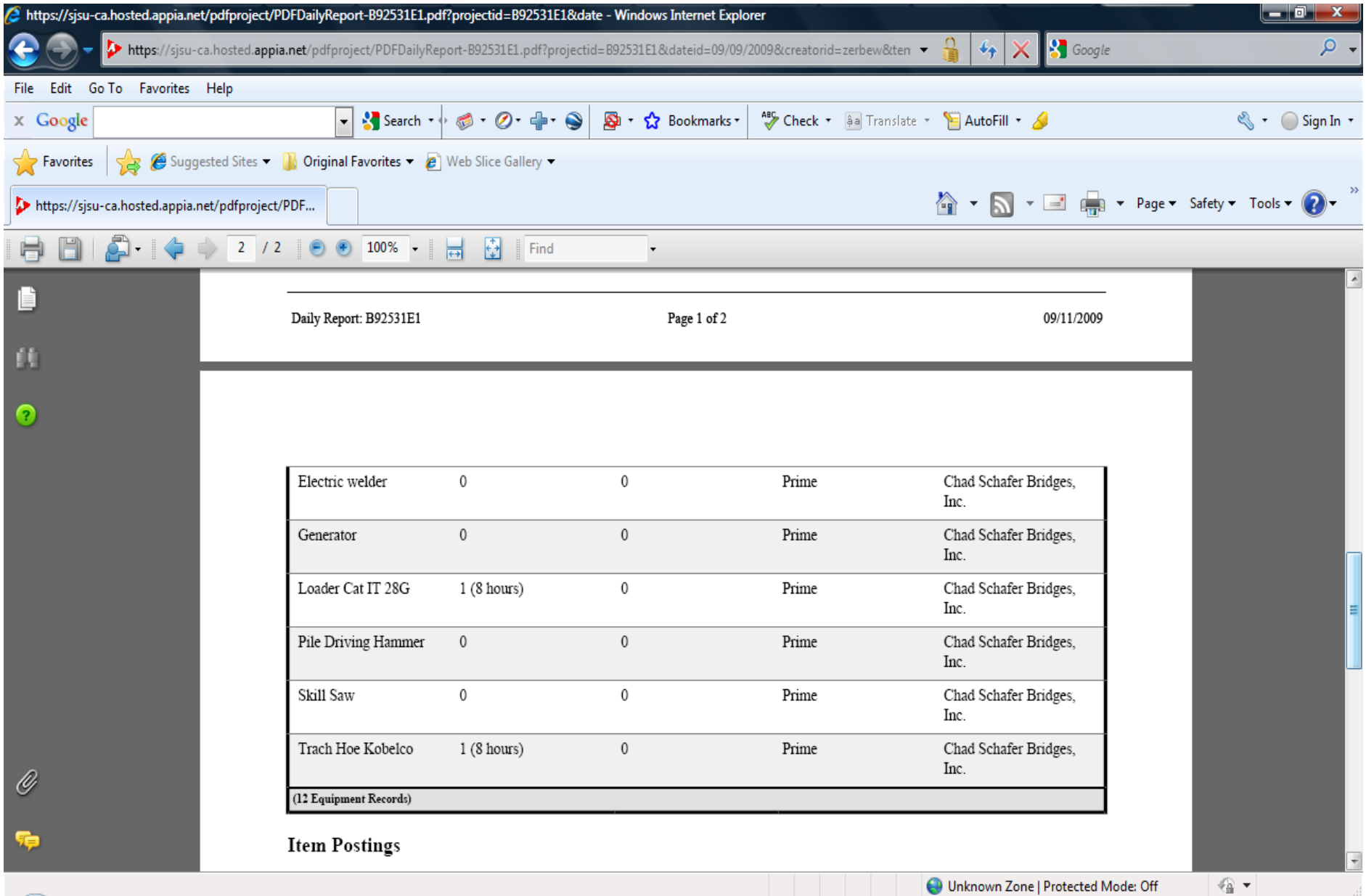
Crew: Prime Contractor:Chad Schafer Bridges, Inc.		
Worker Type	**Count**	**Hours**
Laborers	1	8.00
Operator	1	8.00
Superintendent	1	8.00
(1 Crew)		

Equipment

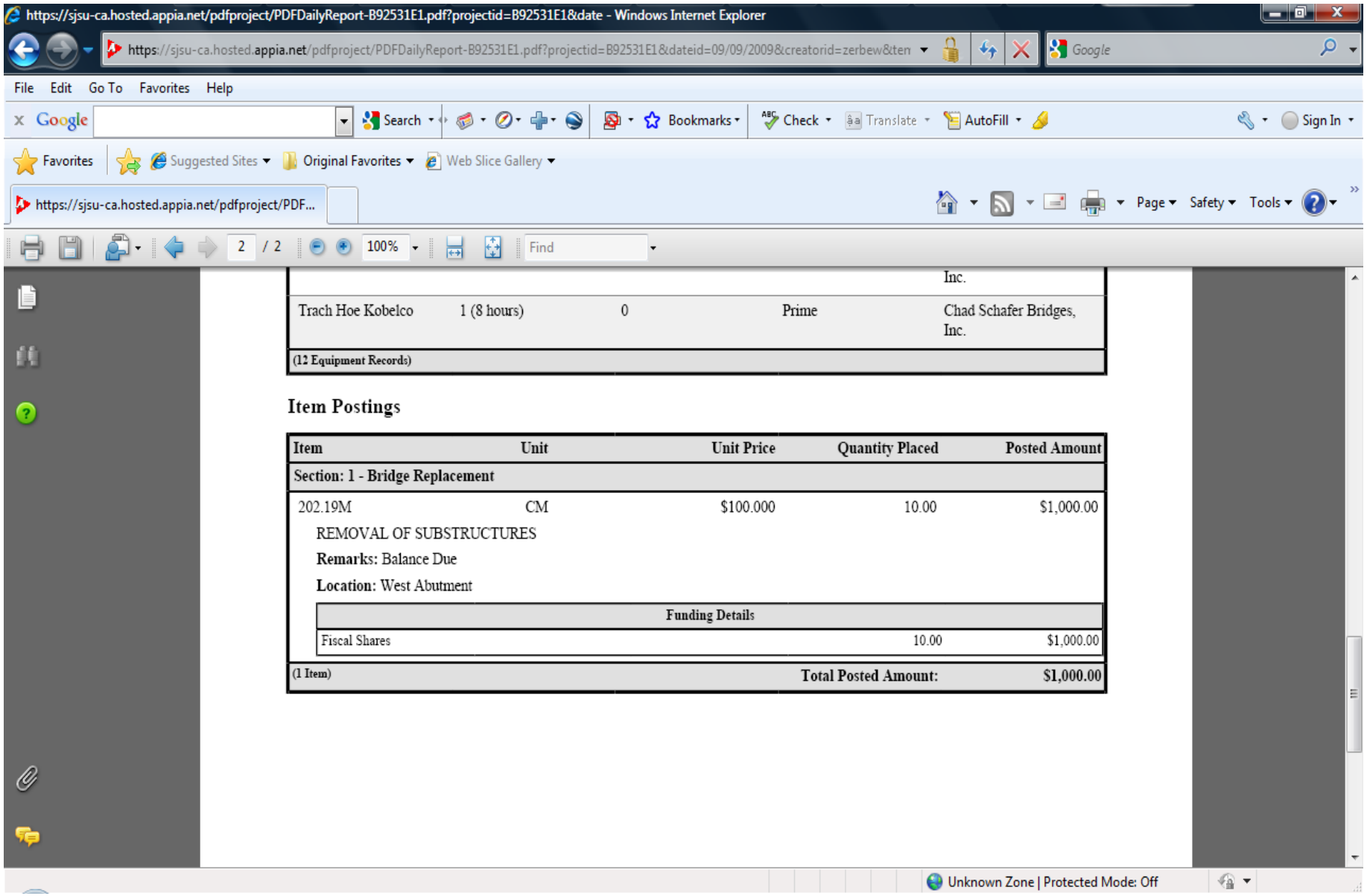
Description	Active	Idle	Comments	Contractor
Utility Truck	0	0	Sub	SIX-S, INC.
Pics	0	0	Sub	SIX-S, INC.
Generator	0	0	Sub	SIX-S, INC.
Vac system	0	0	Sub	SIX-S, INC.
Crane/Pile driver	0	0	Prime	Chad Schafer Bridges, Inc.
Chev 4X4 Pickup	1 (8 hours)	0	Prime	Chad Schafer Bridges, Inc.

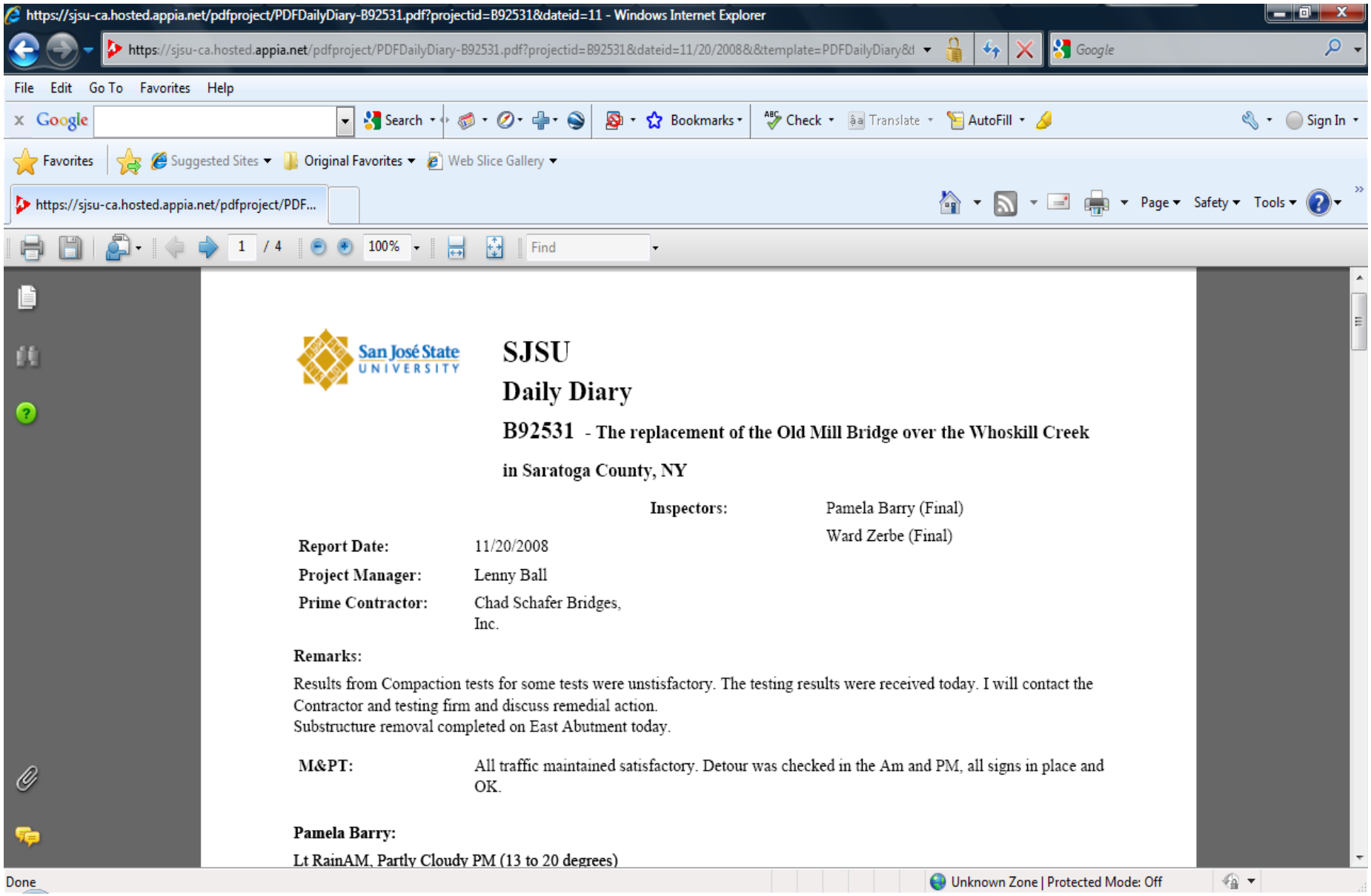
Equipment Tracking

WORKING FOR YOU



Item Posting





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San José State UNIVERSITY

SJSU
Daily Diary
B92531 - The replacement of the Old Mill Bridge over the Whoskill Creek in Saratoga County, NY

Inspectors: Pamela Barry (Final)
Ward Zerbe (Final)

Report Date: 11/20/2008

Project Manager: Lenny Ball

Prime Contractor: Chad Schafer Bridges, Inc.

Remarks:

Results from Compaction tests for some tests were unstisfactory. The testing results were received today. I will contact the Contractor and testing firm and discuss remedial action.
Substructure removal completed on East Abutment today.

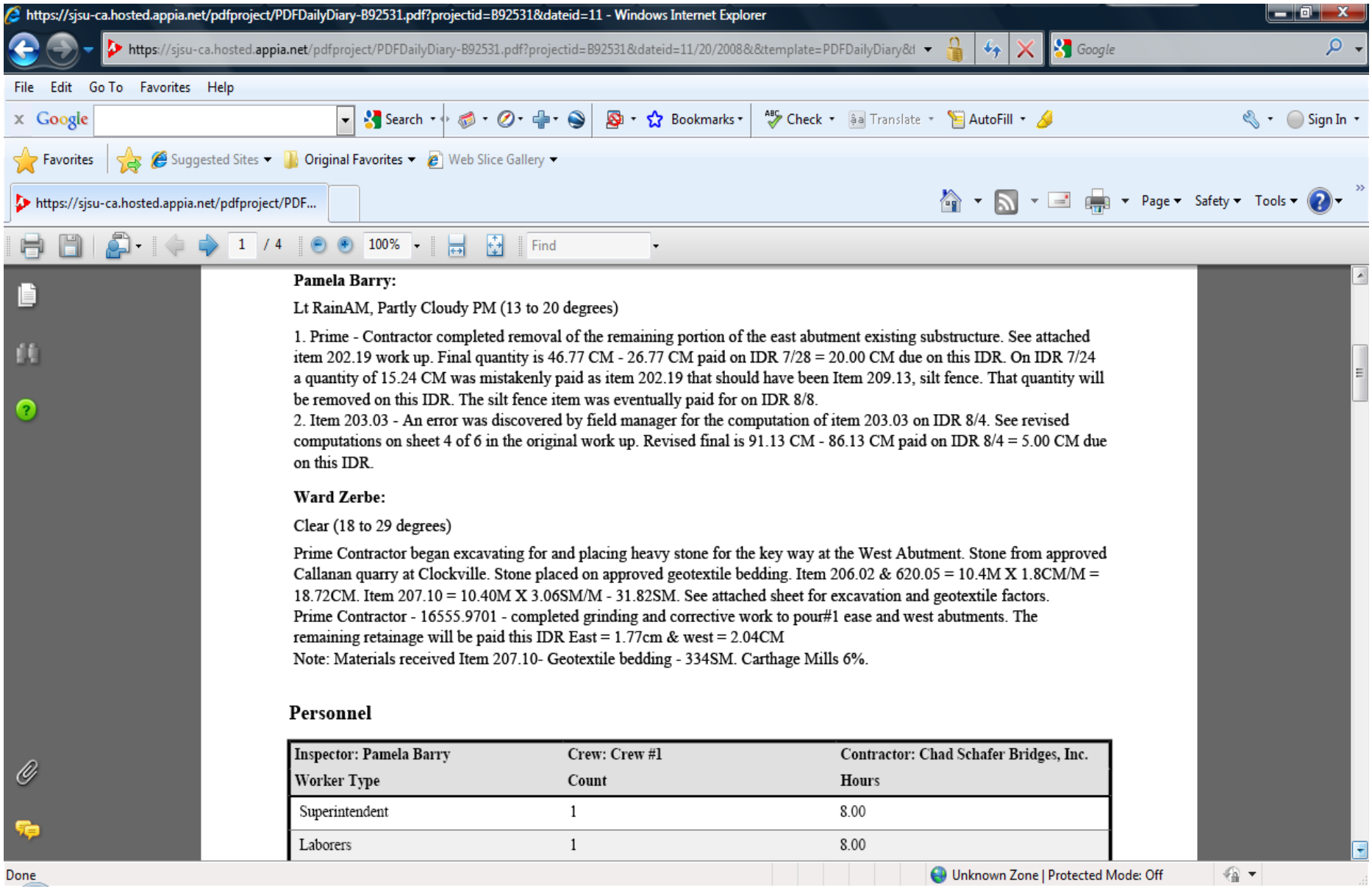
M&PT: All traffic maintained satisfactory. Detour was checked in the Am and PM, all signs in place and OK.

Pamela Barry:

Lt RainAM, Partly Cloudy PM (13 to 20 degrees)

Done

Unknown Zone | Protected Mode: Off



Pamela Barry:

Lt RainAM, Partly Cloudy PM (13 to 20 degrees)

1. Prime - Contractor completed removal of the remaining portion of the east abutment existing substructure. See attached item 202.19 work up. Final quantity is 46.77 CM - 26.77 CM paid on IDR 7/28 = 20.00 CM due on this IDR. On IDR 7/24 a quantity of 15.24 CM was mistakenly paid as item 202.19 that should have been Item 209.13, silt fence. That quantity will be removed on this IDR. The silt fence item was eventually paid for on IDR 8/8.
2. Item 203.03 - An error was discovered by field manager for the computation of item 203.03 on IDR 8/4. See revised computations on sheet 4 of 6 in the original work up. Revised final is 91.13 CM - 86.13 CM paid on IDR 8/4 = 5.00 CM due on this IDR.

Ward Zerbe:

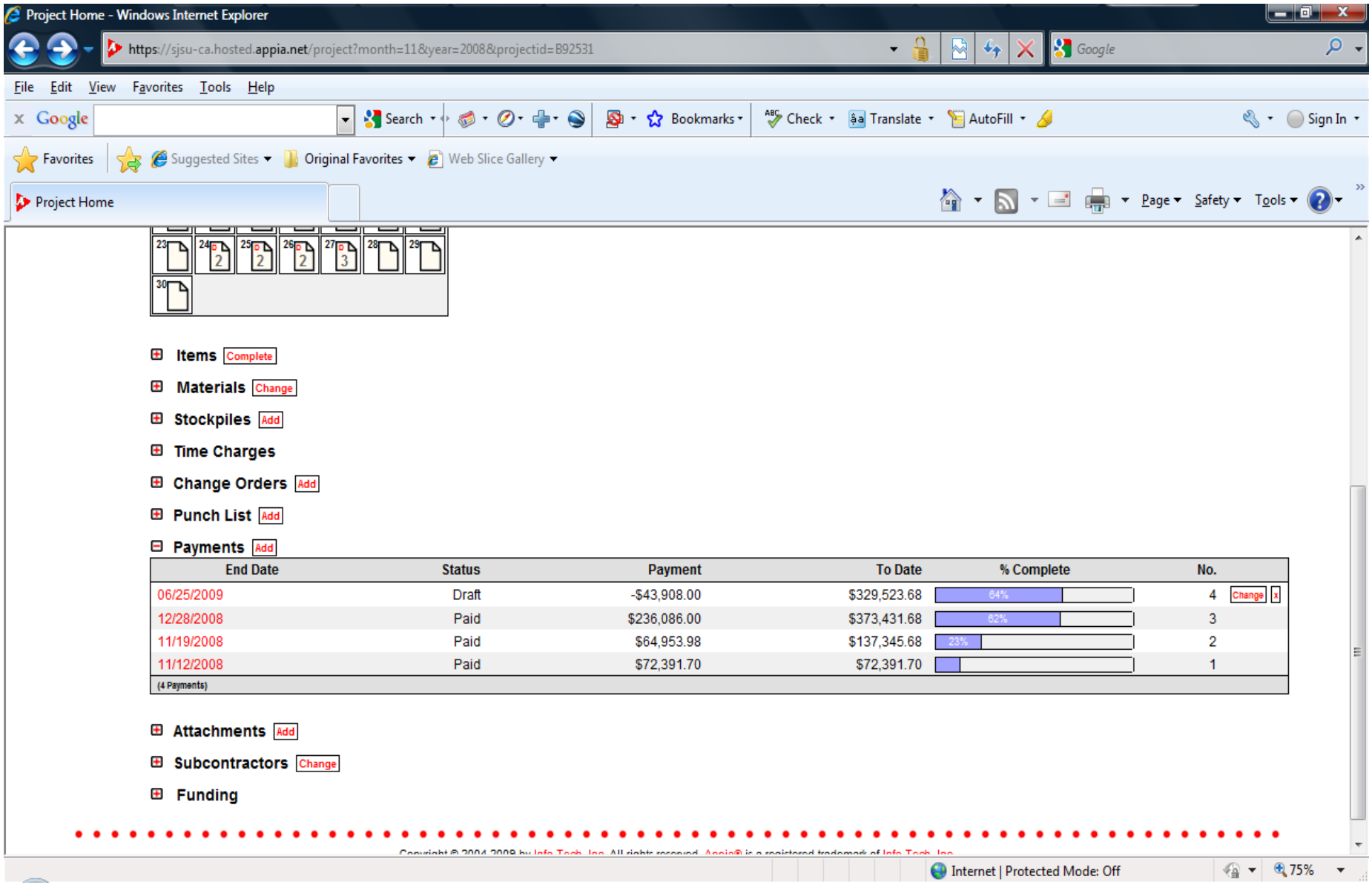
Clear (18 to 29 degrees)

Prime Contractor began excavating for and placing heavy stone for the key way at the West Abutment. Stone from approved Callanan quarry at Clockville. Stone placed on approved geotextile bedding. Item 206.02 & 620.05 = 10.4M X 1.8CM/M = 18.72CM. Item 207.10 = 10.40M X 3.06SM/M - 31.82SM. See attached sheet for excavation and geotextile factors.
Prime Contractor - 16555.9701 - completed grinding and corrective work to pour#1 ease and west abutments. The remaining retainage will be paid this IDR East = 1.77cm & west = 2.04CM
Note: Materials received Item 207.10- Geotextile bedding - 334SM. Carthage Mills 6%.

Personnel

Inspector: Pamela Barry	Crew: Crew #1	Contractor: Chad Schafer Bridges, Inc.
Worker Type	Count	Hours
Superintendent	1	8.00
Laborers	1	8.00

Pay Estimates



End Date	Status	Payment	To Date	% Complete	No.
06/25/2009	Draft	-$43,908.00	$329,523.68	64%	4 Change x
12/28/2008	Paid	$236,086.00	$373,431.68	62%	3
11/19/2008	Paid	$64,953.98	$137,345.68	23%	2
11/12/2008	Paid	$72,391.70	$72,391.70		1

(4 Payments)

Payment History & Reports

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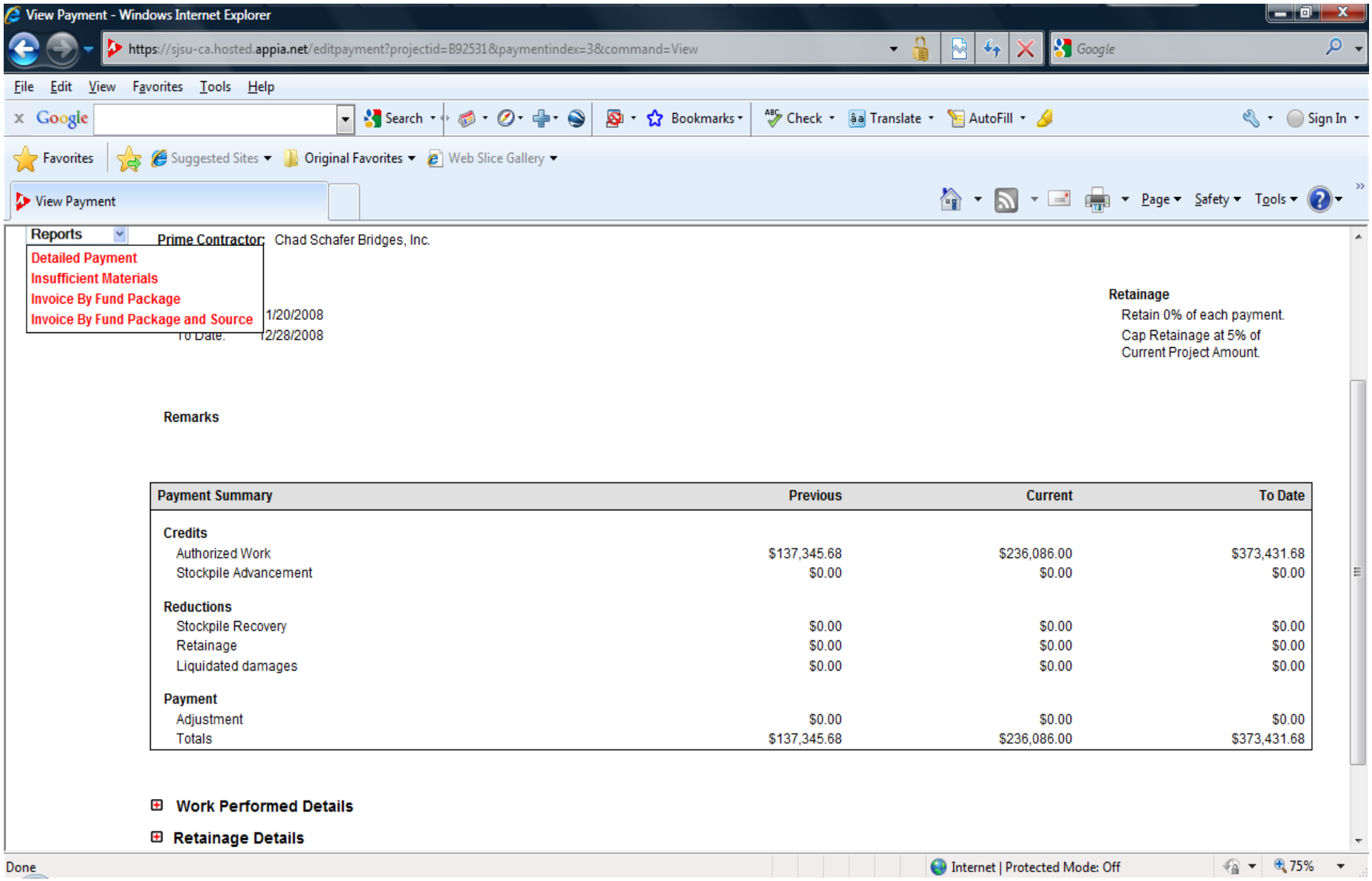
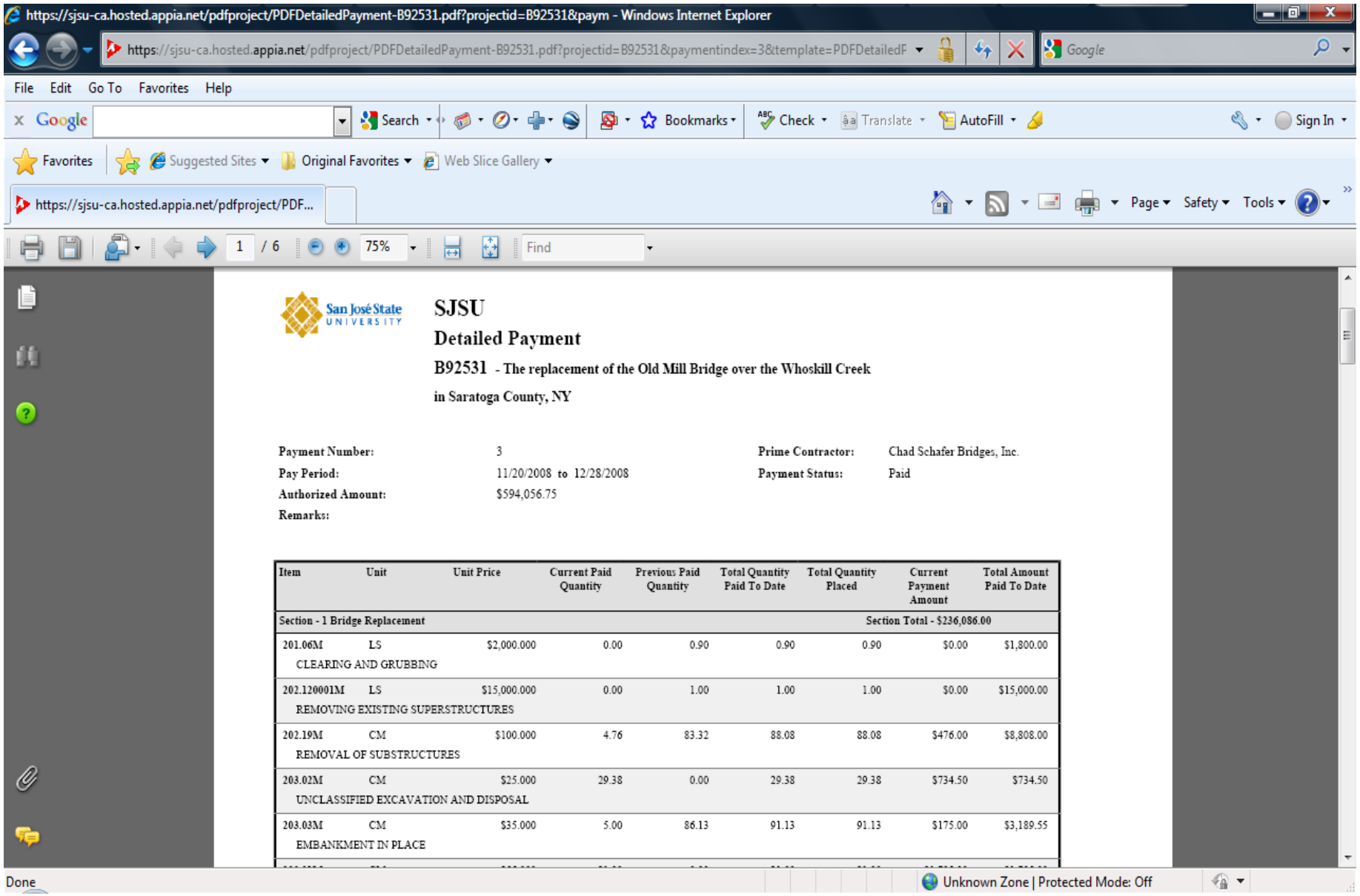
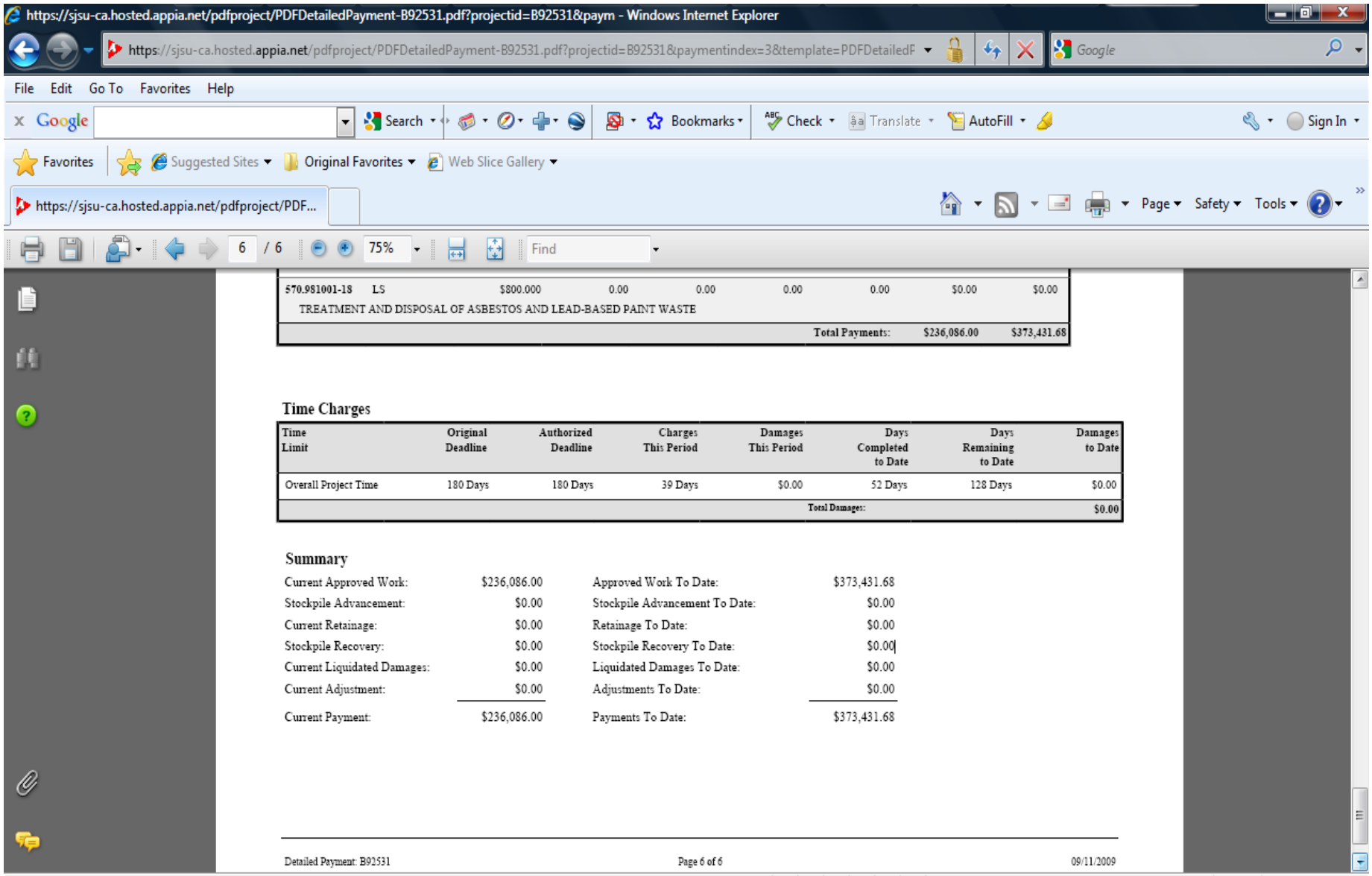


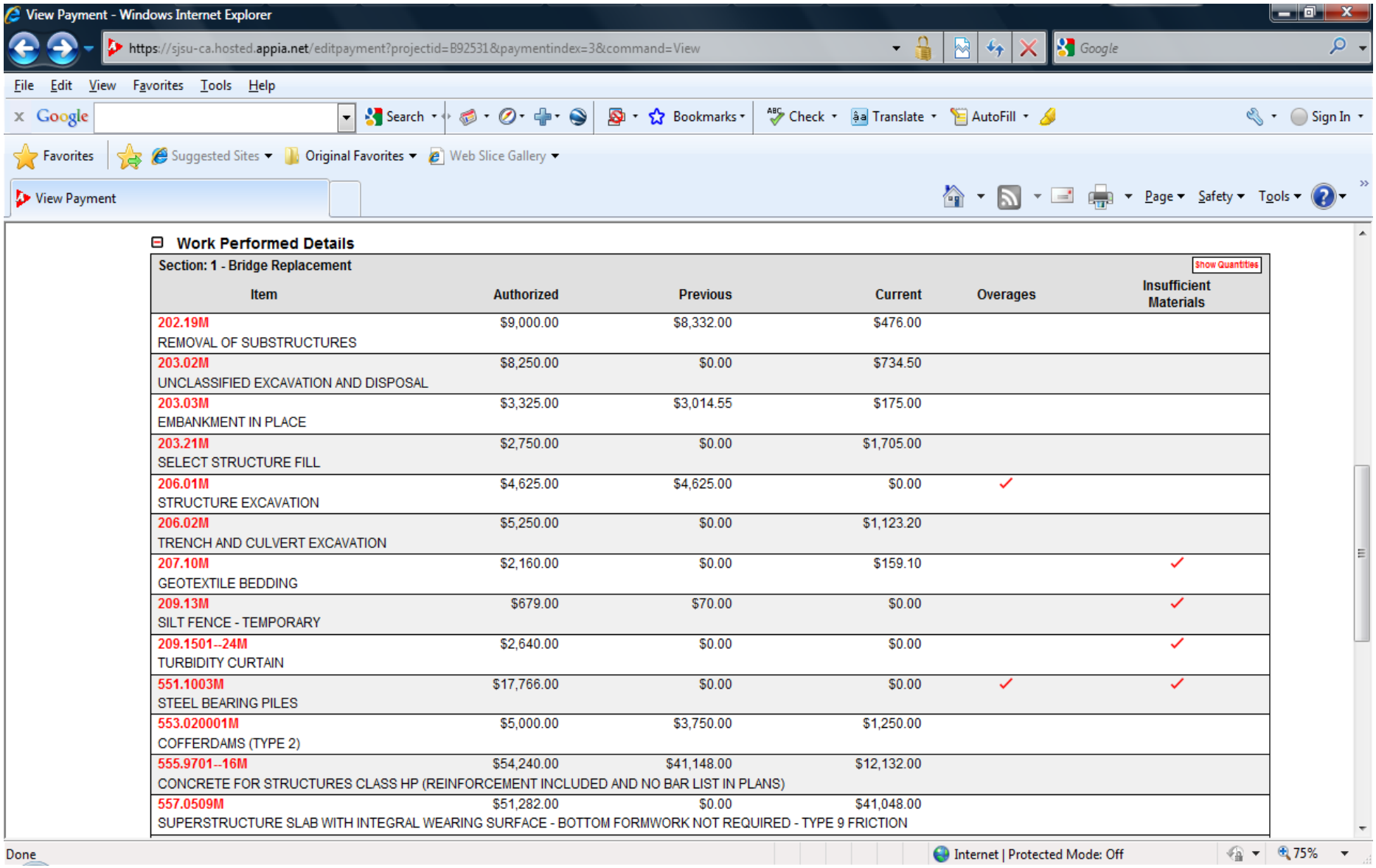
Payment Details



Time Charges



Item Details

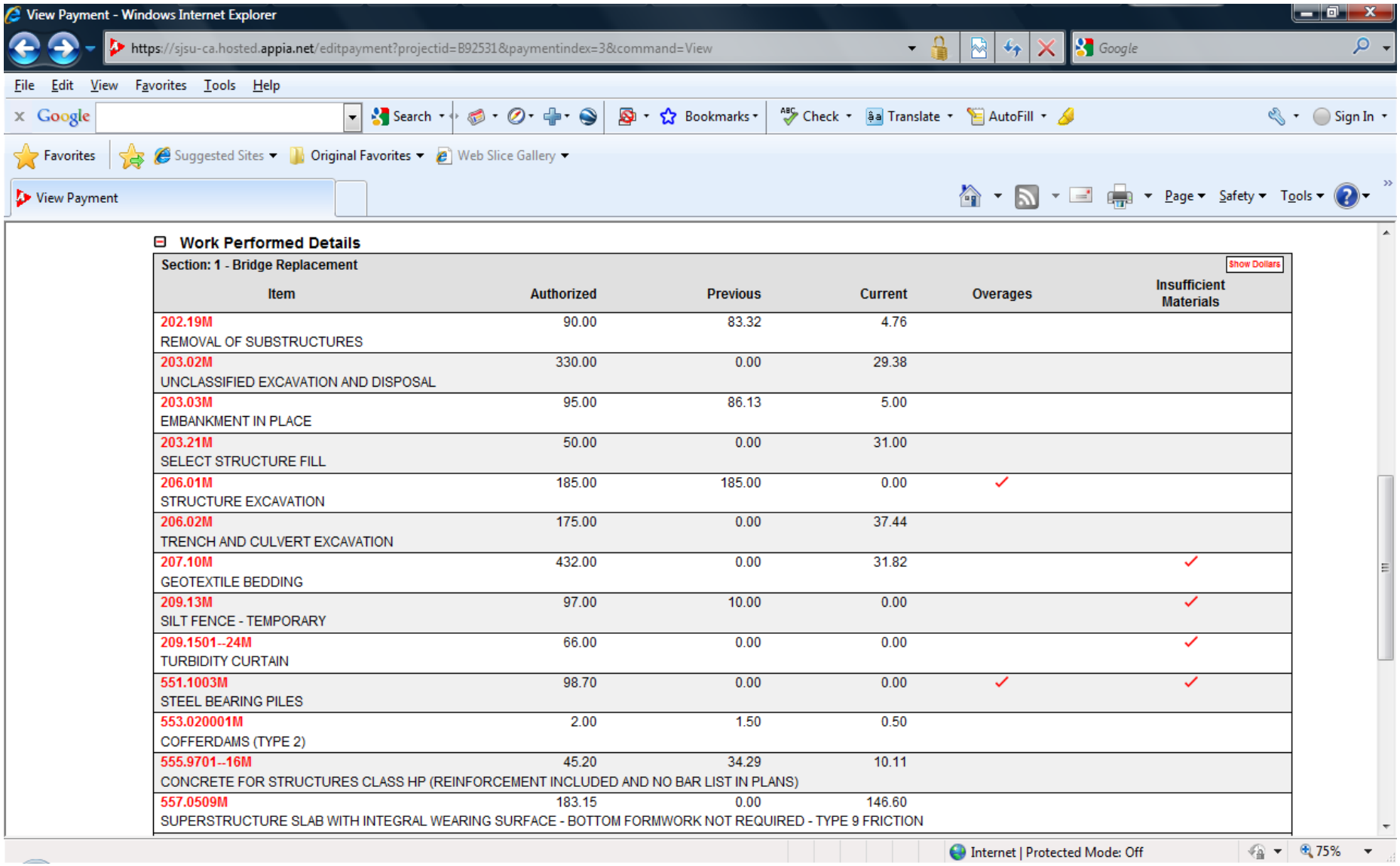


Work Performed Details

Section: 1 - Bridge Replacement

Show Quantities

Item	Authorized	Previous	Current	Overages	Insufficient Materials
202.19M REMOVAL OF SUBSTRUCTURES	$9,000.00	$8,332.00	$476.00		
203.02M UNCLASSIFIED EXCAVATION AND DISPOSAL	$8,250.00	$0.00	$734.50		
203.03M EMBANKMENT IN PLACE	$3,325.00	$3,014.55	$175.00		
203.21M SELECT STRUCTURE FILL	$2,750.00	$0.00	$1,705.00		
206.01M STRUCTURE EXCAVATION	$4,625.00	$4,625.00	$0.00	✓	
206.02M TRENCH AND CULVERT EXCAVATION	$5,250.00	$0.00	$1,123.20		
207.10M GEOTEXTILE BEDDING	$2,160.00	$0.00	$159.10		✓
209.13M SILT FENCE - TEMPORARY	$679.00	$70.00	$0.00		✓
209.1501--24M TURBIDITY CURTAIN	$2,640.00	$0.00	$0.00		✓
551.1003M STEEL BEARING PILES	$17,766.00	$0.00	$0.00	✓	✓
553.020001M COFFERDAMS (TYPE 2)	$5,000.00	$3,750.00	$1,250.00		
555.9701--16M CONCRETE FOR STRUCTURES CLASS HP (REINFORCEMENT INCLUDED AND NO BAR LIST IN PLANS)	$54,240.00	$41,148.00	$12,132.00		
557.0509M SUPERSTRUCTURE SLAB WITH INTEGRAL WEARING SURFACE - BOTTOM FORMWORK NOT REQUIRED - TYPE 9 FRICTION	$51,282.00	$0.00	$41,048.00		



Work Performed Details

Section: 1 - Bridge Replacement

Show Dollars

Item	Authorized	Previous	Current	Overages	Insufficient Materials
202.19M REMOVAL OF SUBSTRUCTURES	90.00	83.32	4.76		
203.02M UNCLASSIFIED EXCAVATION AND DISPOSAL	330.00	0.00	29.38		
203.03M EMBANKMENT IN PLACE	95.00	86.13	5.00		
203.21M SELECT STRUCTURE FILL	50.00	0.00	31.00		
206.01M STRUCTURE EXCAVATION	185.00	185.00	0.00	✓	
206.02M TRENCH AND CULVERT EXCAVATION	175.00	0.00	37.44		
207.10M GEOTEXTILE BEDDING	432.00	0.00	31.82		✓
209.13M SILT FENCE - TEMPORARY	97.00	10.00	0.00		✓
209.1501--24M TURBIDITY CURTAIN	66.00	0.00	0.00		✓
551.1003M STEEL BEARING PILES	98.70	0.00	0.00	✓	✓
553.020001M COFFERDAMS (TYPE 2)	2.00	1.50	0.50		
555.9701--16M CONCRETE FOR STRUCTURES CLASS HP (REINFORCEMENT INCLUDED AND NO BAR LIST IN PLANS)	45.20	34.29	10.11		
557.0509M SUPERSTRUCTURE SLAB WITH INTEGRAL WEARING SURFACE - BOTTOM FORMWORK NOT REQUIRED - TYPE 9 FRICTION	183.15	0.00	146.60		

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San José State UNIVERSITY

SJSU

Insufficient Materials

B92531

Description: The replacement of the Old Mill Bridge over the Whoskill Creek in Saratoga County, NY

Location: Saratoga County, NY

Authorized Project Amount: $594,056.75

Prime Contractor: Chad Schafer Bridges, Inc.

Insufficient Materials

Done
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Insufficient Materials

Material	Unit	Quantity Approved	Quantity Used	Insufficient Quantity
Crushed Stone (In place measure((M207-01)	CM	0.00	49.60	49.60
Geotextile Bedding (M205-01)	SM	0.00	147.28	147.28
Rubber - Impregnated Woven Cotton Fabric (M563-02)	EA	0.00	28.00	28.00
Silt Fence - Temporary (M209-02)	M	10.00	51.63	41.63
Steel Bearing Piles (M551-01)	M	0.00	600.60	600.60
Stone Filling (Heavy) (M609-01)	CM	0.00	74.88	74.88
Turbidity Curtain - Temporary - Special (M209-02)	M	0.00	31.50	31.50

Done
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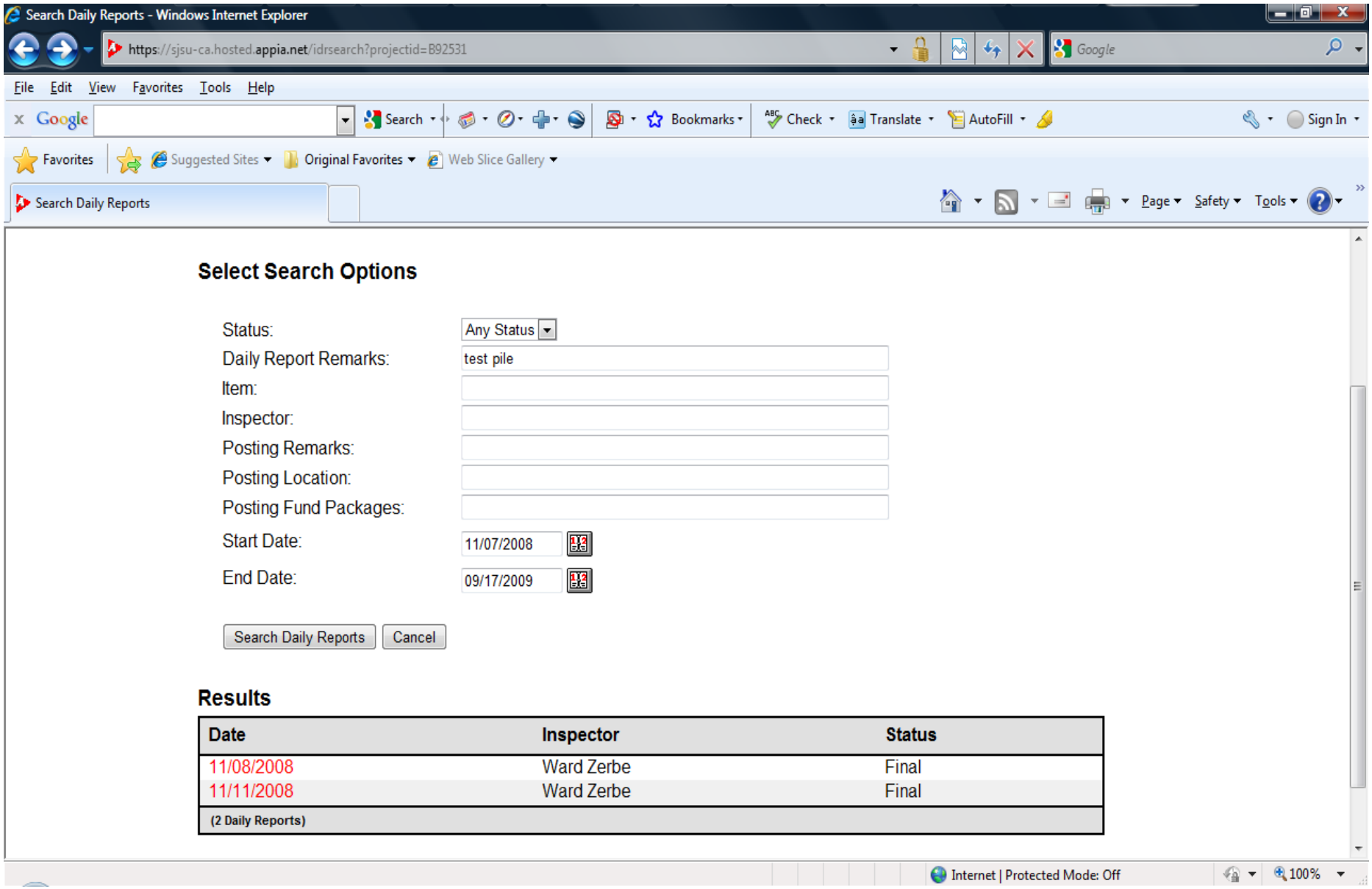
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Search Daily Reports
Select Search Options
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Item:
Inspector:
Posting Remarks:
Posting Location:
Posting Fund Packages:
Start Date: 11/07/2008
End Date: 09/17/2009
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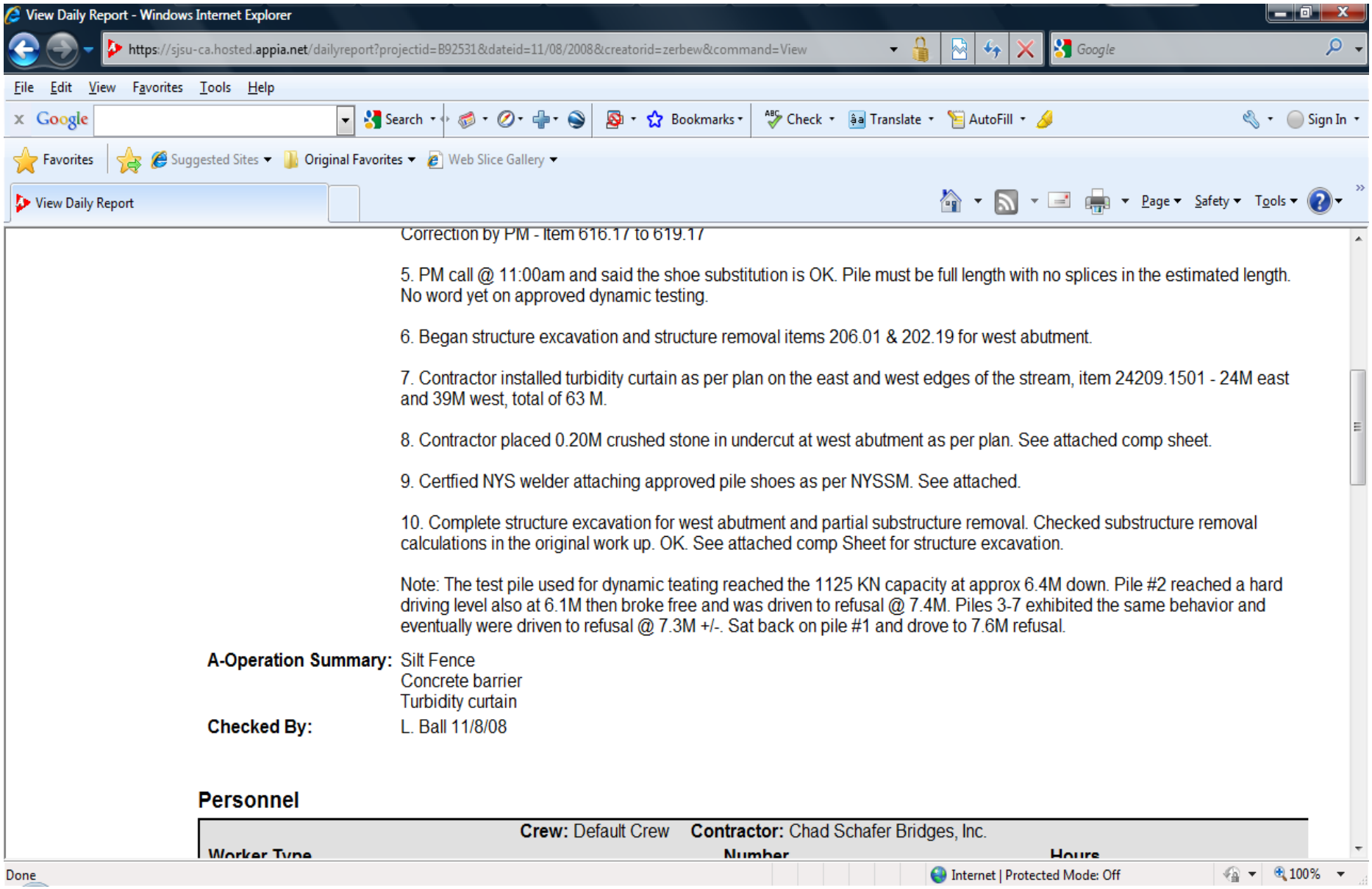
Results
Date | Inspector | Status
11/08/2008 | Ward Zerbe | Final
11/11/2008 | Ward Zerbe | Final
(2 Daily Reports)



Correction by PM - Item 616.17 to 619.17

5. PM call @ 11:00am and said the shoe substitution is OK. Pile must be full length with no splices in the estimated length. No word yet on approved dynamic testing.

6. Began structure excavation and structure removal items 206.01 & 202.19 for west abutment.

7. Contractor installed turbidity curtain as per plan on the east and west edges of the stream, item 24209.1501 - 24M east and 39M west, total of 63 M.

8. Contractor placed 0.20M crushed stone in undercut at west abutment as per plan. See attached comp sheet.

9. Certfied NYS welder attaching approved pile shoes as per NYSSM. See attached.

10. Complete structure excavation for west abutment and partial substructure removal. Checked substructure removal calculations in the original work up. OK. See attached comp Sheet for structure excavation.

Note: The test pile used for dynamic teating reached the 1125 KN capacity at approx 6.4M down. Pile #2 reached a hard driving level also at 6.1M then broke free and was driven to refusal @ 7.4M. Piles 3-7 exhibited the same behavior and eventually were driven to refusal @ 7.3M +/-. Sat back on pile #1 and drove to 7.6M refusal.

A-Operation Summary: Silt Fence
Concrete barrier
Turbidity curtain

Checked By: L. Ball 11/8/08

Personnel

Crew: Default Crew **Contractor:** Chad Schafer Bridges, Inc.

Worker Type	Number	Hours

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Appia Reports

Projects

All Projects Under Construction

Executive Dashboard

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Projects Under Construction

Projects
Summary

Snapshot of entire portfolio

Project Number	Awarded Amount	Authorized Amount	Percent Complete	Number of Payments	Total Paid	Number of Approved Change Orders	Approved Change Order	Percent Change
CA 12345	$834,740.00	$931,740.00	0.00%	1	$0.00	1	$97,000.00	11.62%
CA1234	$118,240.00	$206,440.00	0.00%	1	$0.00	1	$88,200.00	74.59%
2 in. resurfacing project covering .5 miles downtown.								
Dallas Commerce Stre	$841,266.00	$858,063.50	16.61%	2	$142,560.00	1	$16,797.50	2%
Dallas Main Street	$133,000.00	$143,120.00	12.61%	1	$18,050.00	1	$10,120.00	7.61%
Dallas Reconstructio	$816,230.00	$906,230.00	15.59%	1	$141,300.00	1	$90,000.00	11.03%
San Diego 1234	$72,400.00	$72,400.00	0.00%	1	$0.00	0	$0.00	0%
San Diego 54321	$439,870.00	$471,400.00	0.00%	1	$0.00	1	$31,530.00	7.17%

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Executive Dashboard

Projects at a Glance

Projects
Summary

Active Projects

- 4 New
- 2 Advertised
- 2 Let, Bids Opened
- 2 Awarded
- 9 Under Construction

Status of Construction Projects

- 4 Problem
- 2 At Risk
- 3 Within Expectations

Done
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4 Problem
2 At Risk
3 Within Expectations

Details of "Problem" & "At Risk" Projects

Problem and At Risk Projects (6 Projects)

Project Number	Description	Awarded Amount	Approved Change Orders	Pending Change Orders	Percent Change
CA 12345		$834,740.00	$97,000.00	$0.00	11.62%
CA1234	2 in. resurfacing project covering .5 miles downtown.	$118,240.00	$1,250,063,200.00	$0.00	1,057,225.30%
Dallas Main Street		$133,000.00	$10,120.00	$0.00	7.61%
Dallas Reconstructio		$816,230.00	$90,000.00	$0.00	11.03%
San Diego 54321	Add additional lanes to airport south exit.	$439,870.00	$31,530.00	$0.00	7.17%
Tx12345	Resurface Elm Street from 200 block to 600 block.	$3,526,232.00	$818,500.00	$0.00	23.21%

Done
Local intranet
Start Develop... Micro... Adobe A... 2 Inter... 92% 4:30 PM

Summary - Appia

- Appia is an enterprise system that intuitively addresses each phase of the construction management process
- It is scalable enough to meet the needs of any organization's items-based projects
- Info Tech works very closely with its' customer base to ensure solution meets the needs

I Have A Question