

State of Ohio



Department of Transportation

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Partnering Program Status Report

5/1/2010

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Introduction

Partnering is the creation of a relationship between the Owner and the Contractor that promotes mutual and beneficial goals.

Partnering is a win-win approach based on trust, cooperation and communication from the earliest stage of the project through completion. Time is money in a construction project. Effective partnering reduces delays, avoids misunderstandings and creates positive relationships that encourage people to achieve common goals. By solving problems ahead of time, it removes system bottlenecks that can derail a project. Some benefits of partnering are a better quality product, lower risk of cost overruns, increased time savings and reduced exposure to litigation on construction projects. Partnering is voluntary and does not replace contractual agreements. Rather, it enables these agreements to be executed successfully because the trust, respect, open communications and appropriate systems are in place and agreed to by all.

Partnering begins before construction starts. The first session is a workshop to set common goals, agree to standards, communications strategies, dispute resolution practices and problem-solving mechanisms. During this session, team members learn how to be an effective team and sign a partnering agreement that reflects how they will work together. Throughout the life of the contract, there are partnering meetings at regular intervals to ensure that the agreement continues to guide behavior. Other forms of communication and forums for problem solving, designed at the initial session, are implemented during the contract period. Wrap-up and celebration occurs when the job is completed on time and within (or under) budget.

The ODOT Partnering Handbook separates the partnering process into four stages. In the final stage of the handbook, Stage 4: Close-Out Meeting and Celebrations/Recognition, the handbook discusses data collection for the purpose of enhancing the quality of future partnerships agreements. Additionally, the handbook outlines general roles and responsibilities which include practicing open, authentic communication and giving feedback in a helpful manner.

In 2007, the Department created an online Partnering Survey to facilitate the collection of partnering data. The survey is available at the following web address:

www.surveymonkey.com/s.aspx?sm=ZWF7TO2WgOkuKg_2b3tu52qg_3d_3d

As part of the Partnering agreement, the survey should be filled out at the conclusion of the Contract and submitted in a timely manner. On occasion paper partnering surveys were received in the Division Construction Office; these were manually entered into the online system. The Department also has a dedicated online Partnering website that provides partnering resources and other information at the following web address:

<http://www.dot.state.oh.us/Divisions/ConstructionMgt/Pages/Partnering.aspx>

This report summarizes the data that has been collected over the past three years from the Online Partnering Survey, along with selected construction program and dispute/ claim information. The findings are detailed with tables and charts to show the trends in data over the time period of collection. The intention of this report is to display both the effectiveness of the Partnership initiative and the surveys themselves. Also, the report is designed to aid in analysis of areas which need improvement with regards to survey administering and also collection. Tables, charts, and comments in response to the survey questions are included.

Partnering Background

Partnering is not a new concept. It has been around informally for a long time. In 1929, New York businessmen developed a team and decided to build the tallest building in the world. In less than two years (18 months), the Empire State Building was completed, sometimes developing at a rate of four and a half stories a week. It was the team's continuous cooperation, spirit of trust, open communication, and coordination that caused the construction process to be a success for all stakeholders.

In January 1991, the Associated General Contractors of America's Quality in Construction Task Force embraced the Corps of Engineers' concept of Partnering with a strong commitment from the 1991 newly elected president, Marvin M. Black. Partnering was expressed in his objectives for the year, backed up with support and production of a video and manual for spreading the word to members. In March of 1993, the Marvin M. Black Excellence in Partnering Awards for construction projects that best exemplified the concepts of partnering were awarded to eight well-deserving contractors across the United States. The Associated General Contractors of America have continued to promote partnering.

In 2000, the Department set a Statewide Strategic Initiative Seven for Fiscal Year 2001 that outlined the plan including goals, implementation methods, and measurables. Ohio DOT formally developed a Partnering Program as part of Policy 27-003, Partnering On Construction Projects, April 11, 2001 along with the Standard Procedure No. 510-003/004(SP) Partnering of Construction Projects. April 11, 2001.

Partnering was added to the Construction and Materials Specifications in 2002 as:

C&MS section 108.02.A - Partnering

"It is the intent of the Department to partner every project. Therefore, enter into a cooperative partnership agreement with the Department on each Project. The objective of Partnering is the timely completion of the Work and a quality product that will be a source of pride to both the Department and the Contractor. This Partnering Agreement will not affect the terms and conditions of the Contract. It is a document that is solely intended to establish an environment of cooperation between the parties. The cost of the partnering workshop(s) will be agreed to and shared equally between the Department and the Contractor. The Contractor will pay all costs directly and the Department will authorize its share to the Contractor by Change Order. The Contractor is not entitled to any mark ups on these costs."

Partnering has continued as a standard specification requirement through the 2005, 2008, and 2010 Specifications editions.

Overall findings of 2007-2010 Partnering and Construction Program Data

Findings of the 2010 Partnering Program report showed that the initiative is effective overall. To determine the effectiveness, the weighted average rating per project year was plotted and analyzed for each individual survey question. Data ratings collected for each question showed an overall steady trend over the years for each of the questions. Two of the questions in particular give a good overall picture of the effectiveness. First, the Pre-Construction meeting has proved to become more effective over time. Second, the Chain of Command has become more clearly identified and subsequently followed on issues arising on the project. The Quality of the Plans analysis received the lowest average rating of all survey questions. Comments suggest that errors on the plans (quantities, locations, etc.) lead to other issues arising on the project.

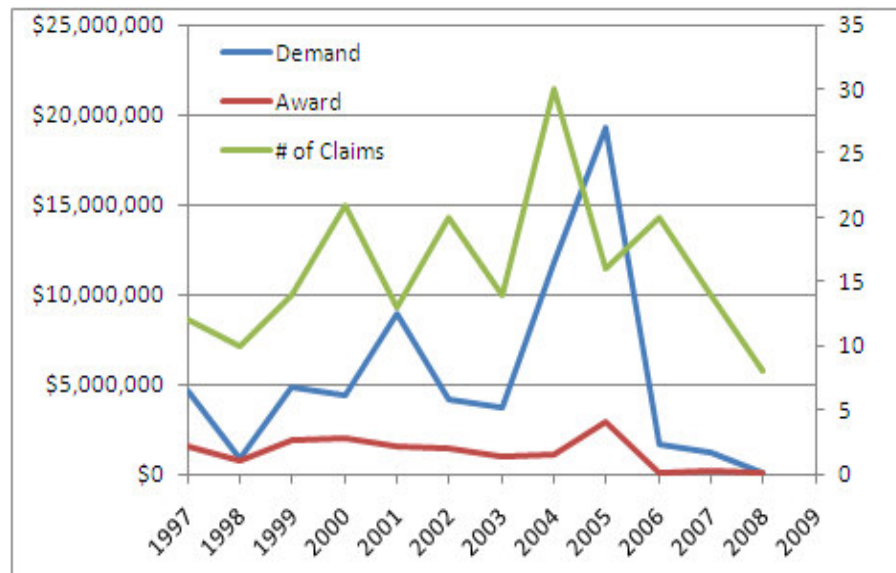
Data was collected from ongoing projects starting in 2007. Projects included many projects that were started before 2007 but at the time were currently in progress. A total of 434 survey responses were collected and analyzed. Of those, zero responses were collected from Districts 1, 7, and 12. This lack of response from 3 districts shows that more effort is needed in those areas. It is essential to provide feedback through the Partnering survey in order to maintain the relationship and learn what needs to be improved.

Claims/disputes data collected over the same time period as the survey data has shown fluctuating results. However, the most recent data from the year 2008 showed all-time lows in both total number of claims/disputes and demanded dollars. The amount of awarded dollars was considerably less than the amount of demanded dollars in almost all instances. In addition, change order data showed downward trends since 1997. The original contract amount was provided as a comparison to the change orders amounts for each year. Change order amounts tend to be larger in years with more money invested in projects. However, when an overall percentage of change order amount is plotted a downward trend is observed.

Overall, there is more effort needed in collecting data for the Partnering initiative. The survey results provided information on many topics, but the relatively low number of responses hinders the ability to provide very accurate analysis. With the 3 districts not providing any data for Partnering, the analysis was not state-wide as was intended. More effort is needed to both administer and collect data for those districts. With this continued effort throughout the state, Partnering can lead to less claims/disputes and fewer change order requests. As stated in the C&MS, it is the intention of the Department to partner on every project. With the hundreds of projects let each year, there should be a considerably larger amount of survey data. Increasing the effort and recognizing the importance of partnering will lead to a better relationship between the Department and the contractor. Partnering can prove to be a vital and essential element of construction projects if utilized in the right capacity.

Construction Program and Claims and Dispute Data

Project Year	# of Claims/Disputes	Demand-Dollars	Award-Dollars
1997	12	\$ 4,619,445.70	\$ 1,517,498.17
1998	10	\$ 853,210.44	\$ 687,091.18
1999	14	\$ 4,785,670.52	\$ 1,922,899.17
2000	21	\$ 4,430,316.25	\$ 2,034,638.91
2001	13	\$ 8,924,220.09	\$ 1,547,078.38
2002	20	\$ 4,141,632.37	\$ 1,392,800.68
2003	14	\$ 3,652,127.02	\$ 982,643.86
2004	30	\$ 11,823,600.38	\$ 1,069,131.91
2005	16	\$ 19,301,341.41	\$ 2,845,410.23
2006	20	\$ 1,652,536.44	\$ 110,188.67
2007	14	\$ 1,166,643.28	\$ 178,157.08
2008	8	\$ 16,088.37	\$ 8,044.19



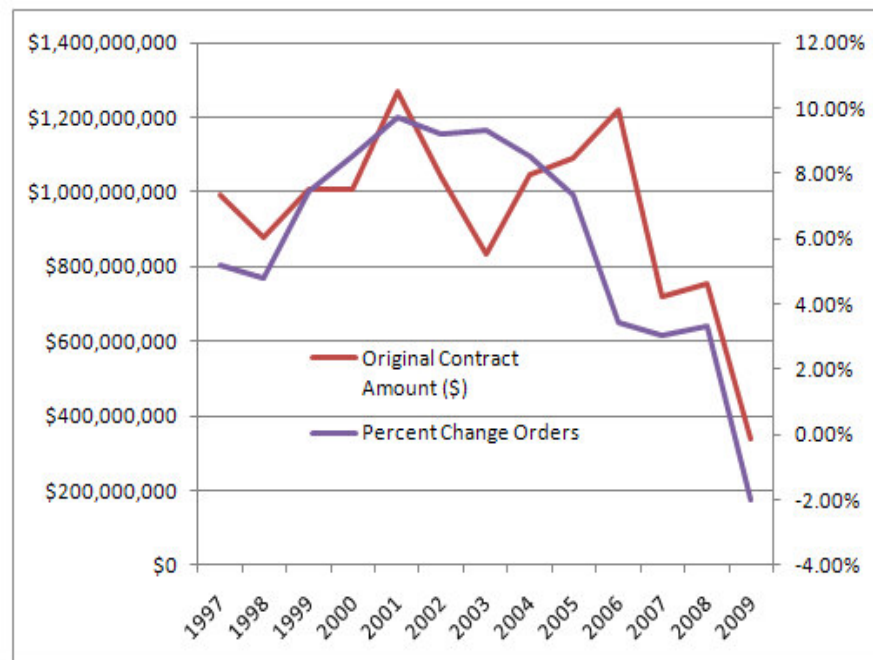
Claims information from :

<http://www.dot.state.oh.us/Divisions/ConstructionMgt/Pages/DisputesandClaims.aspx>

Change Orders

Change orders for substantially complete projects

Project Year	Original Contract Amount (\$)	Net Change Orders (\$)	Percent Change Orders
1997	\$ 991,246,451.72	\$ 51,661,561.81	5.21%
1998	\$ 877,791,446.76	\$ 42,038,580.15	4.79%
1999	\$ 1,007,661,838.56	\$ 75,070,091.87	7.45%
2000	\$ 1,006,645,147.61	\$ 85,918,223.90	8.54%
2001	\$ 1,270,915,589.17	\$ 123,405,852.93	9.71%
2002	\$ 1,040,783,754.29	\$ 96,021,994.63	9.23%
2003	\$ 834,488,548.95	\$ 77,696,076.83	9.31%
2004	\$ 1,044,418,494.79	\$ 89,155,560.84	8.54%
2005	\$ 1,092,169,483.63	\$ 80,244,865.03	7.35%
2006	\$ 1,219,656,459.76	\$ 41,568,902.27	3.41%
2007	\$ 722,079,270.94	\$ 21,823,568.21	3.02%
2008	\$ 755,374,130.59	\$ 24,949,883.09	3.30%
2009	\$ 339,385,281.24	\$ (6,849,920.71)	-2.02%



ODOT CMS (CAS-TAS) database query used: Partnering 2010 Program

Online Partnering Survey Overview

The Partnering Survey included the following questions/statements to be rated:

1. What was the overall effectiveness of the pre-construction meeting?
2. R/W and utilities cause no project delays
3. The problems encountered in the pre-construction meeting were addressed prior to the start of work (e.g., MOT conflicts, plan errors, change orders)
4. Was the Chain of Command identified?
5. Were the questions and/or problems addressed at the project level?
6. If questions and/or problems were unresolved at the project level, then the chain of command was followed, with a subsequent timely response.
7. If questions and/or problems arose after normal work hours, which required immediate answers, department personnel were able to be contacted (assuming Chain of Command was followed).
8. Completed bid items of work paid in a timely manner.
9. Effectiveness of arriving at an agreed unit price or lump sum prior to starting an extra work item.
10. Extra work change orders written with 30 days of Contractor submittal of all required documentation.
11. Time extensions processed within 30 days of Contractor request.
12. Received “tentative” final quantities by project engineer upon completion of project.
13. Quality of plans
14. Level of service of the project inspection team.
15. Level of service of the District Construction Office
16. Overall experience on this project compared to others in District.
17. Overall experience on this project compared to other districts.
18. What was the best thing that happened on this project?
19. What was the worst thing that happened on this project?

Each survey question was rated from 1(poor) to 5(excellent). A rating of 3 or lower required a comment. If any question did not relate to the project a response of N/A was available. Each question had a comment section for additional remarks or recommendations. In addition to these topics, the survey requested the following information:

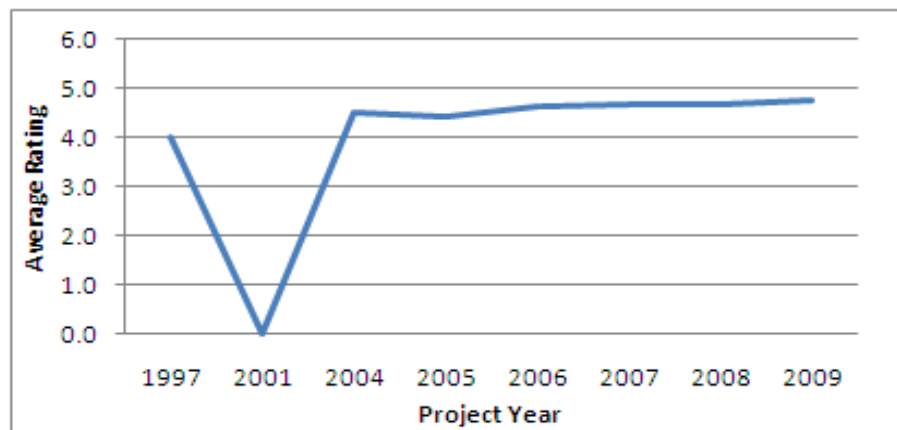
1. Name
2. Role
3. Project Number
4. Formal or Informal
5. County-Route-Section
6. District
7. Date

This information allowed detailed analysis to be done so as to compare data over time and by district or location. It also helped organize the data so as to provide proper review and response.

Graphs of Survey Results: Survey Rating vs. Time

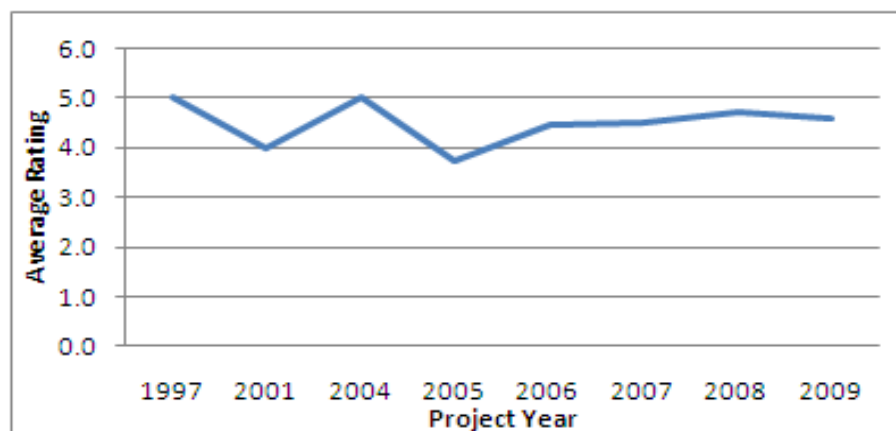
What was the overall effectiveness of the pre-construction meeting?

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997					1		4.0
2001	2						N/A
2004			1			5	4.5
2005			1	1	4	10	4.4
2006	1			4	16	48	4.6
2007		1		3	25	75	4.7
2008	1		1	6	29	103	4.7
2009	2			1	20	73	4.8
Grand Total	6	1	3	15	95	314	4.7



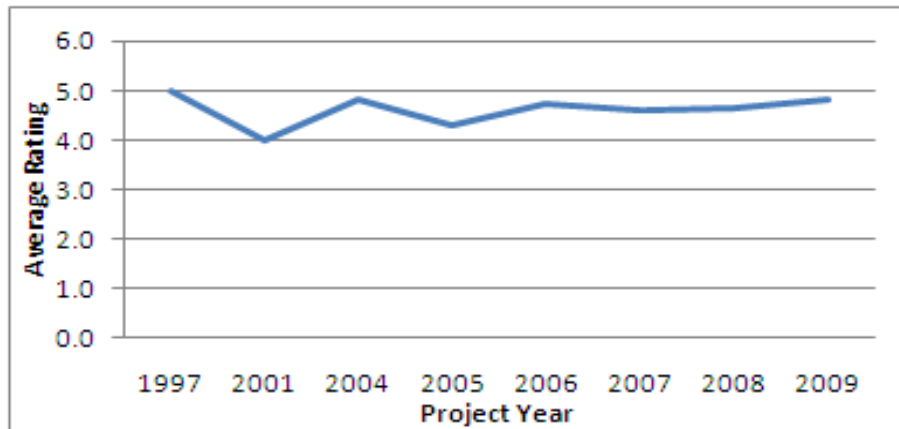
R/W and utilities cause no project delays

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1				1		4.0
2004	1					5	5.0
2005	1	2	1	2	4	6	3.7
2006	6		3	8	9	43	4.5
2007	8	5	1	2	20	68	4.5
2008	16		2	7	17	98	4.7
2009	26	2	4	2	6	56	4.6
Grand Total	59	9	11	21	57	277	4.6



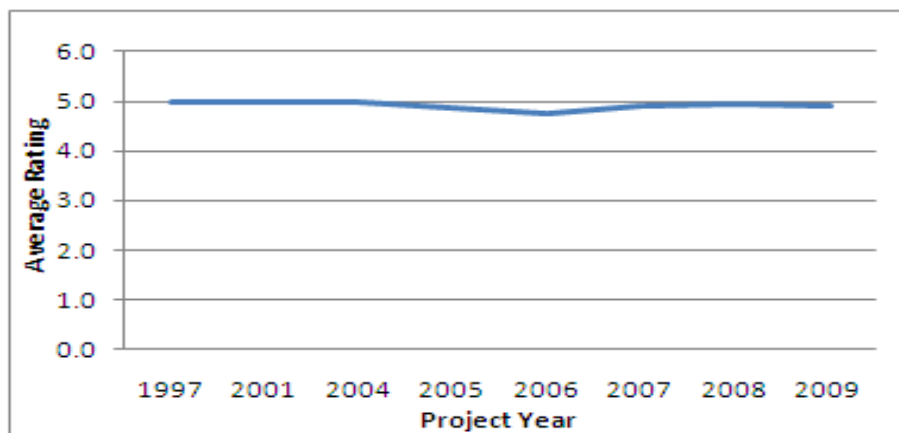
The problems encountered in the pre-construction meeting were addressed prior to the start of work (e.g., MOT conflicts, plan errors, change orders)

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1				1		4.0
2004					1	5	4.8
2005			2		5	9	4.3
2006	2		1	3	9	54	4.7
2007	3	1	1	6	23	70	4.6
2008	8	2	1	3	29	97	4.7
2009	8	1			11	76	4.8
Grand Total	22	4	5	12	79	312	4.7



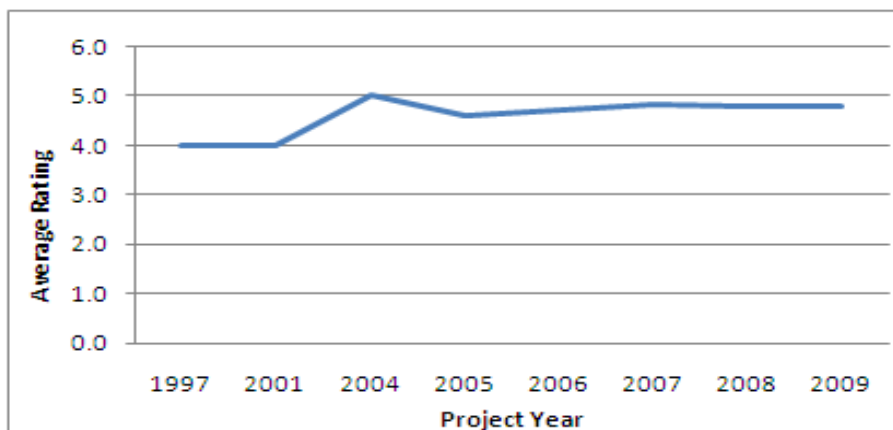
Was the Chain of Command identified?

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1					1	5.0
2004						6	5.0
2005					2	14	4.9
2006		2			8	59	4.8
2007				1	7	96	4.9
2008					9	131	4.9
2009	1			1	8	86	4.9
Grand Total	2	2	0	2	34	394	4.9



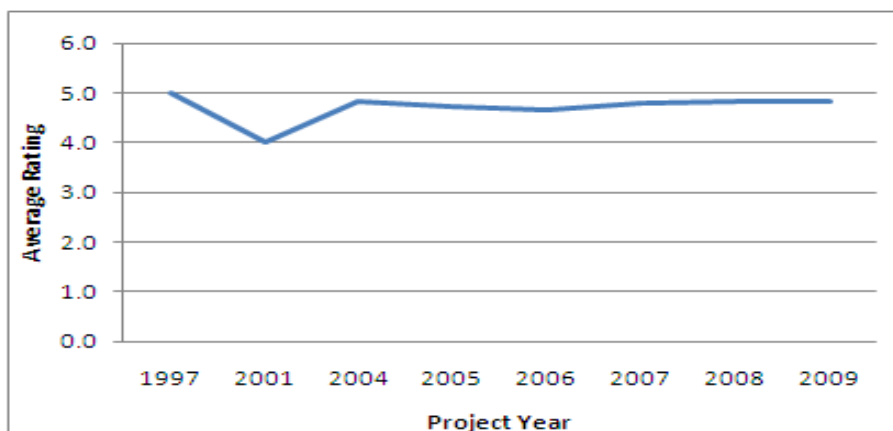
Were the questions and/or problems addressed at the project level?

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997					1		4.0
2001	1				1		4.0
2004						6	5.0
2005	1	1			2	12	4.6
2006			2	2	11	54	4.7
2007				2	14	88	4.8
2008			1	4	17	118	4.8
2009	1		1	1	16	77	4.8
Grand Total	3	1	4	9	62	355	4.8



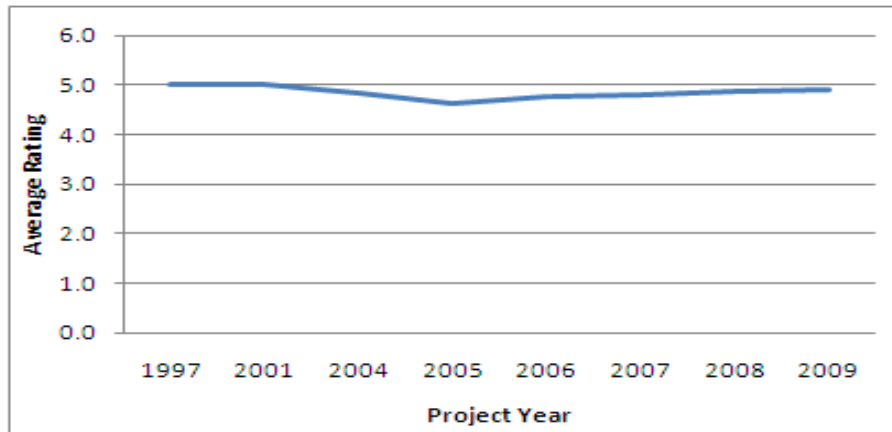
If questions and/or problems were unresolved at the project level, then the chain of command was followed, with a subsequent timely response.

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1				1		4.0
2004					1	5	4.8
2005	1			1	2	12	4.7
2006	3	1	2	3	7	53	4.7
2007	9			1	17	77	4.8
2008	20			1	19	100	4.8
2009	14				13	69	4.8
Grand Total	48	1	2	6	60	317	4.8



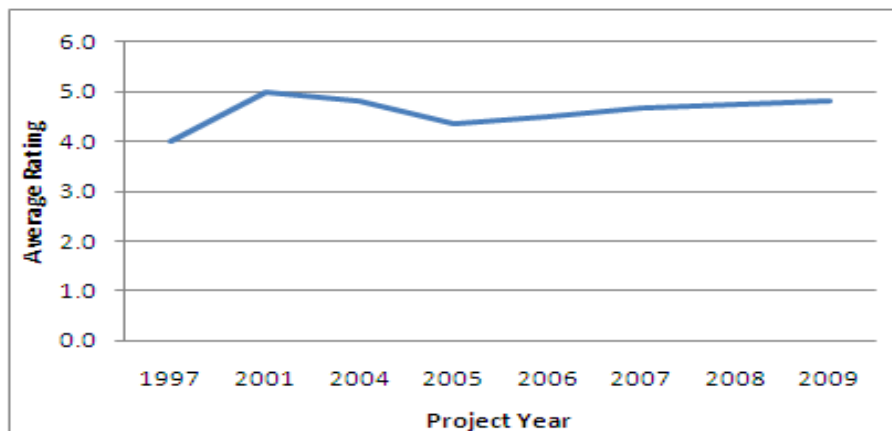
If questions and/or problems arose after normal work hours, which required immediate answers, department personnel were able to be contacted (assuming Chain of Command was followed).

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1					1	5.0
2004					1	5	4.8
2005	2			1	3	10	4.6
2006	8		1		11	49	4.8
2007	13			1	15	75	4.8
2008	25			2	12	101	4.9
2009	23				8	65	4.9
Grand Total	72	0	1	4	50	307	4.8



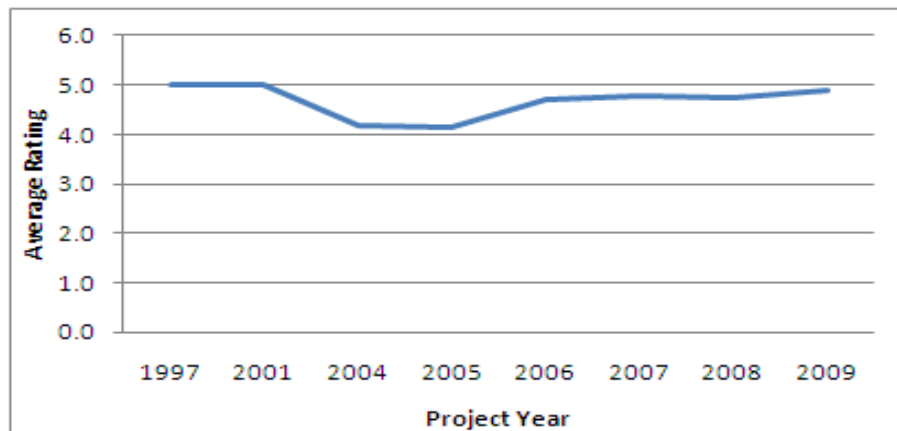
Completed Bid Items of Work Paid in a Timely Manner

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997					1		4.0
2001	1					1	5.0
2004					1	5	4.8
2005			2	1	2	11	4.4
2006	1	1	2	4	17	44	4.5
2007	4		2	6	15	77	4.7
2008	3	2		3	21	111	4.7
2009	2			1	16	77	4.8
Grand Total	11	3	6	15	73	326	4.7



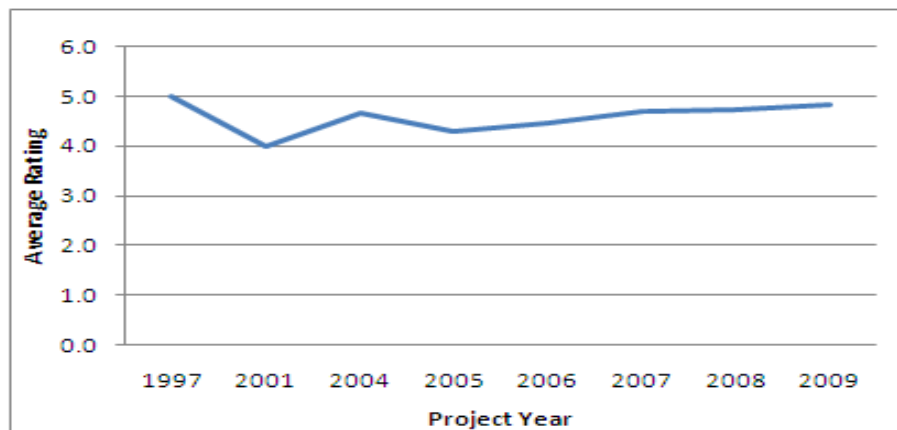
Effectiveness of arriving at an agreed unit price or lump sum prior to starting an extra work item

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1					1	5.0
2004	1	1				4	4.2
2005	2	2			4	8	4.1
2006	5	1		3	9	51	4.7
2007	8			3	15	78	4.8
2008	26			6	17	91	4.7
2009	22				9	65	4.9
Grand Total	65	4	0	12	54	299	4.7



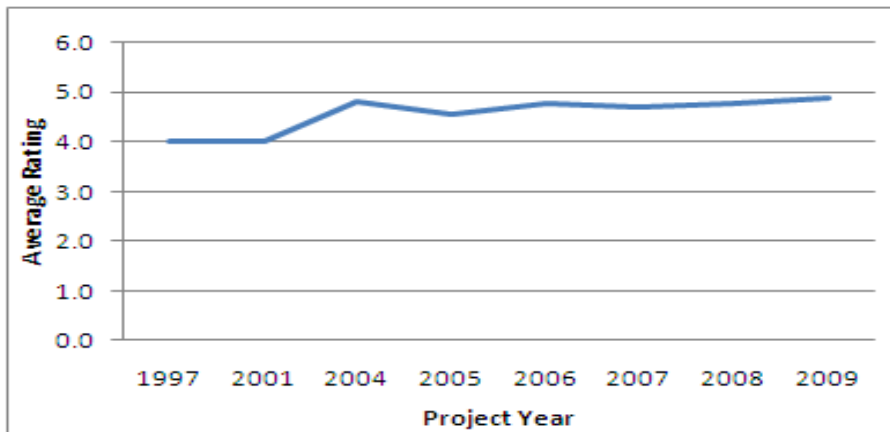
Extra work change orders written with 30 days of Contractor submittal of all required documentation

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1				1		4.0
2004				1		5	4.7
2005	2			4	2	8	4.3
2006	7	3		5	11	43	4.5
2007	12		2	4	15	71	4.7
2008	22	1		4	20	93	4.7
2009	15	1		1	8	71	4.8
Grand Total	59	5	2	19	57	292	4.7



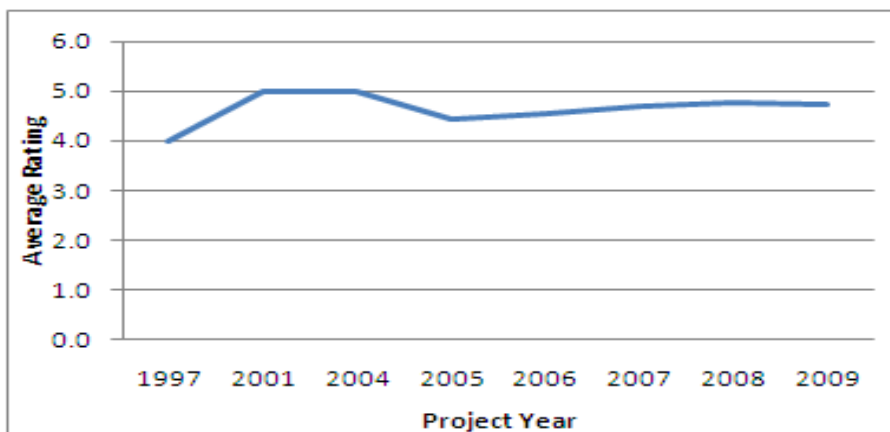
Time extensions processed within 30 days of Contractor request

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997					1		4.0
2001	1				1		4.0
2004	1				1	4	4.8
2005	3			1	4	8	4.5
2006	10	1		2	6	50	4.8
2007	12	1	2	5	7	77	4.7
2008	34			3	17	86	4.8
2009	22	1			5	68	4.9
Grand Total	83	3	2	11	42	293	4.8



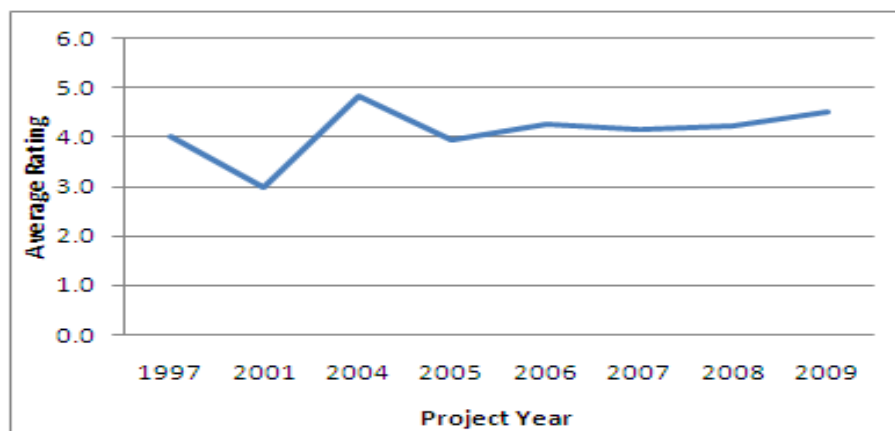
Received "tentative" final quantities by project engineer upon completion of project

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997					1		4.0
2001	1					1	5.0
2004						6	5.0
2005	2			2	4	8	4.4
2006	4		4	4	10	47	4.5
2007	5		2	6	14	77	4.7
2008	12	1		1	22	104	4.8
2009	9	1	1	3	9	73	4.7
Grand Total	33	2	7	16	60	316	4.7



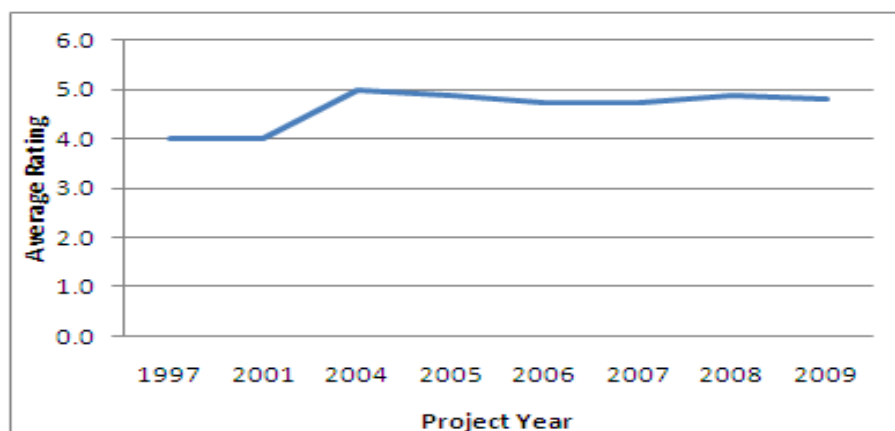
Quality of plans

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997					1		4.0
2001	1			1			3.0
2004					1	5	4.8
2005		1		4	5	6	3.9
2006		1	3	7	24	34	4.3
2007		4	4	15	30	51	4.2
2008	3	5	3	12	53	64	4.2
2009	2	1	1	5	29	58	4.5
Grand Total	6	12	11	44	143	218	4.3



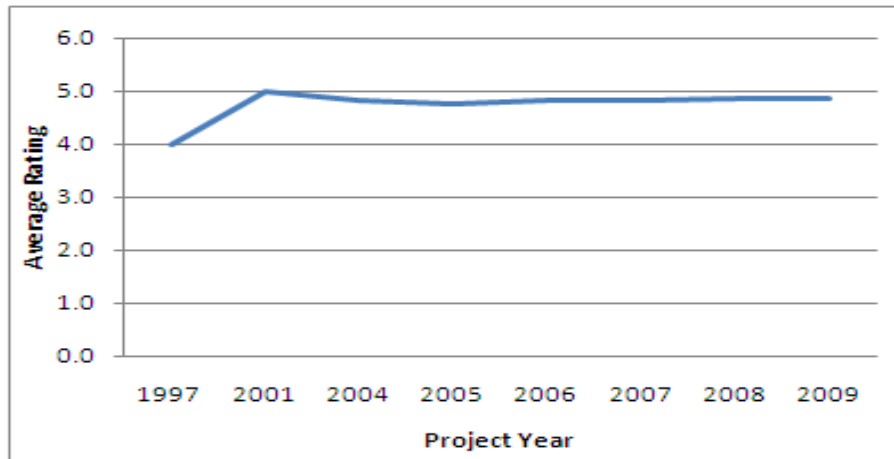
Level of service of the project inspection team

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997					1		4.0
2001	1				1		4.0
2004						6	5.0
2005	1				2	13	4.9
2006	3			3	11	52	4.7
2007	1			3	23	77	4.7
2008	10			2	12	116	4.9
2009	5		1	3	8	79	4.8
Grand Total	21	0	1	11	58	343	4.8



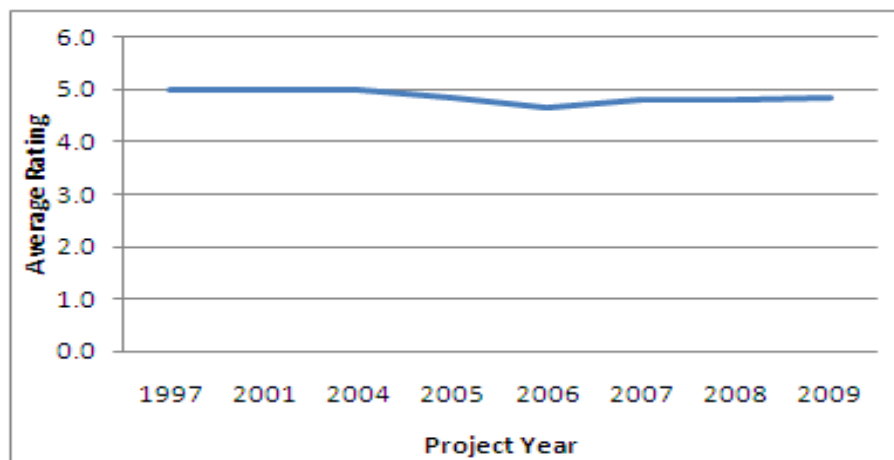
Level of service of the District Construction Office

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997					1		4.0
2001	1					1	5.0
2004					1	5	4.8
2005					4	12	4.8
2006	1				12	56	4.8
2007	4			3	13	84	4.8
2008	8		1		15	116	4.9
2009	3			1	12	80	4.8
Grand Total	17	0	1	4	58	354	4.8



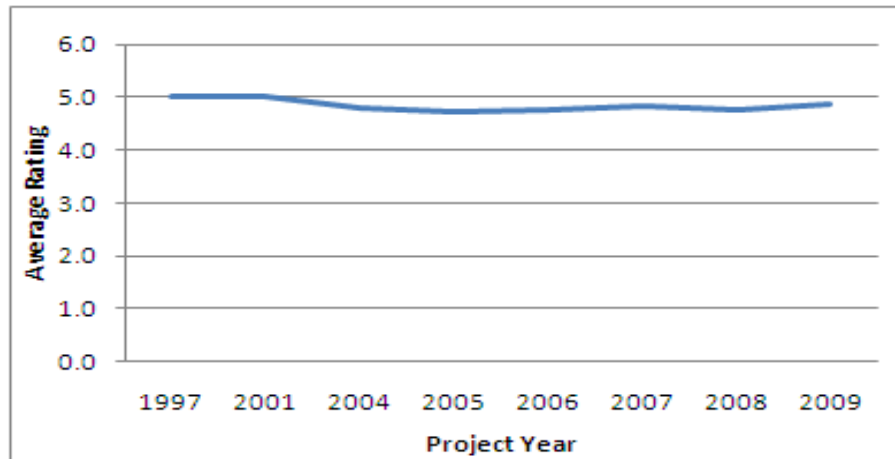
Overall experience on this project compared to others in District

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1					1	5.0
2004	1					5	5.0
2005	3				2	11	4.8
2006	9		1	2	13	44	4.7
2007	10			2	15	77	4.8
2008	20				25	95	4.8
2009	9			2	10	75	4.8
Grand Total	53	0	1	6	65	309	4.8



Overall experience on this project compared to other districts

Year	# of Responses						Weighted Average Rating
	N/A	1	2	3	4	5	
1997						1	5.0
2001	1					1	5.0
2004	1				1	4	4.8
2005	2			1	2	11	4.7
2006	12		2		7	48	4.8
2007	11			2	11	80	4.8
2008	23		1	2	21	93	4.8
2009	17			2	7	70	4.9
Grand Total	67	0	3	7	49	308	4.8



Survey Comments:

What was the overall effectiveness of the pre-construction meeting?

1. I would say it was a good meeting.
2. Excellent pre-construction meeting
3. People involved on project daily were not at pre-con.
4. The meeting introduced all entities involved in the project and provided a current status of R/W, Utilities, etc., as well as the contractor's plan of operation.
5. ODOT worked with us to get the job started quickly.
6. Pre-Con was waived, as district 2 did not feel it was necessary.
7. Was none.
8. Meeting alerted us to some of ODOTs specific thoughts on some aspects of the project, answered our questions and helped us with direction on some of the paper work that was still needed.
9. Well attended by all involved in project.
10. The preconstruction meeting addressed all of the points listed in SP 510-004. However, an air of effective partnering was never established until approximately half way through the project.
11. Worked out questions regarding MOT and other gray areas.
12. The meeting would have been more effective if a telephone pre-con would have been done. We have done this same job, same notes, same plan for the last 10 years.
13. Most utilities issues were resolved.
14. All issues known at the time were brought to the state's attention.
15. We addressed all the pertinent issues, and brought up any potential issues.
16. Everything was addressed that needed to be.
17. Got everyone on the same page.
18. Covered all necessary aspects of the contract.
19. The Pre-Con meeting was very informative, letting all parties know the importance of this ARRA project. And what to expect.
20. Made everyone aware of the critical need to not affect the waterways and holding tanks.
21. Ohio Edison Distribution was present (local power company) but Ohio Edison Transmission did not attend & they were a vital part of the construction.
22. Most questions were answered during the meeting.
The pre-construction meeting was run very well by District- 2 personnel.

R/W and Utilities caused no project delays

1. 7 months delays - paid to accelerate
2. A fiber-optic line caused a delay to the project. The length of the delay was significant, but the impact to the traveling public and contractor cost were minimal.
3. AEP pole in way caused delay.
4. All R/W was ODOT property. No utilities within project.
5. At project start, were not cleared, causing delays.
6. Buried Verizon line caused delays where new guardrail was being placed.
7. Coordinated with Ohio Edison and Verizon to minimize utility relocation, project work, and impact to adjacent property owner.
8. Delays occurred.
9. Each phase of the project was delayed by utilities.
10. Electric was a problem that was unresolved.
11. Gas line was closer than print recorded.
12. Had one issue with a gas service line being hit, not being marked and not shown on the work order.
13. Most of the utilities were not relocated, and several parcels were not cleared.
14. No delays.
15. No delays to speak of.
16. No delays to speak of.
17. No utilities on job.
18. None
19. None on this job
20. Not all of them were shown on the Plans
21. Ohio Edison & Time Warner Cable are slow to move the required poles & relocate their respective utility lines. There is still an anchor for a pole in the clear zone. Ohio Edison damaged the new topsoil & seeding after the project was complete, then left the site without notifying anyone plus did not even attempt to fix the damage.
22. Ohio Edison de-energized their power lines this year in order for the contractor to complete the work in 2009 in lieu of a 2010 start & completion.
23. Only problem we had was one line that took a while to move. Other than that things went well.
24. Overhead Electric Lines had to be raised, and De-Energized, 1-week delay.
25. Overhead electric lines were raised per 4A note but were not high enough to work under, OH Ed coordinated with project to get raised and de-energized, very prompt and courteous, minor delay to project
26. PDK had to hand-dig 50 to 60 posts due to underground utilities throughout the project.
27. PE stayed on top of utilities.
28. Phone line was moved but still in way of back slope of ditch, but they were very good about moving it again.
29. Power line had to be moved but did not cause a delay for project.
30. Power line not relocated properly.
31. Pre-con was very useful.
32. Project was delayed 30 days to allow for utility relocation.
33. R/W utility conflict at Locust Ave. PP4, layout of PP5 in front of sign.
34. RR crossing needed was very slow in getting installed.
35. RxR closing affected Greenwich work.
36. Several issues particularly with gas company utility marks.
37. Short delay due to the electric co. waiving the disconnect power to line for the crane.
38. Signal projects involve working around underground utilities, utilities were encountered and repairs/delays did occur.

39. Telephone service lines had to be lowered.
40. The prime contractor was held up due to the city having a contractor working on sanitary sewer lines which were behind & there was a fiber optic cable in work area.
41. The village of Carrollton had a water line replacement project that was on a section of SR 562, we were able to delay our start and completed the project on time.
42. The village of Stonecreek had let a sewer project that impacted work on US 751. We scheduled around this work.
43. There was a fiber optic or phone cable located 7' to 8' higher than shown on plans. The cable was shown on the plans below a headwall that was to be removed but was actually above the headwall. Cable was not damaged and crew worked around the existing cable to remove headwall.
44. There were numerous utility conflicts unexpected on the project; however, the project was completed on time.
45. Unmarked water service was hit and caused minor delay to project.
46. Utilities caused a 76-day delay.
47. Utilities were not cleaned but Lance worked well with Rich and myself to get things accomplished.
48. Utility delays did occur.
49. Utility delays resulted in a time delay.
50. Utility poles on west side not relocated before construction.
51. Various underground telephone lines.
52. Verizon did very good in relocating their cables. Ohio Edison and Time Warner have issues and we are still waiting on Time Warner to move their cables back so Ohio Edison can remove their temp pole. Ohio Edison needs to be more careful of newly seeded areas.

The problems encountered in the pre-construction meeting were addresses prior to the start of work (e.g., MOT conflicts, plan errors, change orders).

1. Any foreseen problems were dealt with appropriately.
2. Big plan error showing asphalt planing where there is no asphalt.
3. Changing structural steel painting sequence.
4. City of Columbiana, finishing curb ramps.
5. Design brought several changes to the pre-con resulting in extra work.
6. Elevation of Type 2 curb changed (raised 1 3/4") caused more material to be needed for final grading of job.
7. Error road closure signage.
8. Items not finished in pre-con were quickly cleared up, such as material approvals.
9. Locating a pre-cast plant that could construct the tapered inlet as shown on the plans was addressed, but this issue was not resolved. The contractor eventually decided to cast the tapered inlet in place.
10. Many plan errors, MOT conflicts, and change orders.
11. No problems.
12. No problems to speak of.
13. None encountered.
14. Plan quantities should have been reviewed more recently before the letting to make sure enough quantities are available to do all of the work needed. Ex: Crack Sealing.
15. Plan questions were answered in a timely manner.
16. Plan Signal Timings needed to be revised. This was not known or addressed at the Pre-Con.
17. Plans, design.
18. Prior to construction MTG's were held to discuss water line problems.
19. Problems with PN420 were raised at pre-con but ODOT wouldn't address it until job was 2/3 done.
20. Problems with traffic signal timing.
21. Proposed Value Engineering delayed project. Contractor delayed project. Weather delays added additional time to project.
22. Many issues arose during construction due to plan discrepancies.
23. Several issues were discussed in the meeting such as addendums, erosion and traffic control.
24. The biggest problem was solved (Ohio Edison Transmission & Ohio Edison Distribution) through good verbal communication.
25. There was a change to the MOT brought up in the pre-construction meeting that was addressed prior to the start of work.
26. There was some confusion about a pile of dirt in the way, some nearby sewer work, and possible C.O., but handled it okay.
27. Traffic control.
28. Was not there.
29. We discussed a MOT note that was unclear and unsafe for the travelling public in the preconstruction meeting. Subsequently, a letter addressing the same note was sent to the Department. The issue was not addressed until months later, at the very last minute prior to implementation of the MOT note in question. It became a controversial point later during the project.

Was the Chain of Command clearly identified?

1. Had issues with new/old project engineer not being caught up.
2. it was identified but not always followed.
3. Needs improvement.
4. We identified the Chain of Command for each party involved.
5. Yes.
6. Yes.
7. Yes.
8. Yes, communications on the project were very good.
9. Yes, on both my end and ODOT's end.
10. Yes.

Were the questions and/or problems addressed at the project level?

1. All questions were handled in the field
2. Any issues seemed to go to the Area Engineer more so than the project level
3. Any problems or questions that arose during construction were handled on the project, in a timely manner.
4. Bridge painting issue could not be resolved at project level.
5. Chris Tominello provided fast direction
6. Efficient & prompt decisions.
7. Excellent/quick answers.
8. John and Peggy were excellent, Rick also.
9. No most was handled at district level.
10. Plan error on asphalt.
11. Some questions were addressed by the Area and DCEs.
12. The appropriate issues were resolved at the project level.
13. The chain of command was clearly identified but in one occasion the DDD called Mosser's president in regards to a project level issue.
14. The project personnel either made decisions or found answers quickly.
15. There was a plan error with rebar that the project was not fully aware.
16. There were numerous plan errors, Rebar, Bridge Post Spacing and Number, Bridge Seat Elevation error (Bridge Seats had to be capped after being poured to plan). No Approach Slabs for new bridge! Substandard Design.
17. Very experienced project engineer and inspector answered all questions promptly.
18. When the contractor had a question, if I couldn't answer it, I knew who to call for an answer not delaying the project.
19. Yes.
20. Yes.
21. Yes they were.
22. Yes, issues were handled at the project level.
23. Yes.

If questions and/or problems were unresolved at the project level, then the chain of command was followed, with a subsequent timely response

1. All questions/problems on my end did not get above the project level.
2. All unresolved questions were addressed very timely with the exception of the issue described in question number 10 above.
3. Excellent.
4. Have not received extension cost incurred on project.
5. Most of the time. The above was not even a problem.
6. No problems went beyond the project level.
7. One question about a type of silt control device that was proposed, took a little while to receive a response, since it turned out to have not been used on any other projects
8. Perfect.
9. Structural steel delay could not be resolved at project level. Took awhile to resolve time extension issue with the District office.
10. The chain of command set up in the partnering session was not always followed by all parties.
11. Victor Picciano did not respond in a timely manner.
12. Yes, any issues that required outside input were handled in a timely fashion.

If questions and/or problems arose after normal work hours, which required immediate answers, department personnel were able to be contacted (assuming Chain of Command was followed).

1. A contractor-caused problem was able to be resolved in the evening after many back and forth phone calls between many people. The resolution between Mr. Raby and myself was hard to take but fair.
2. Did not occur.
3. Had none.
4. Jim Ruby was readily available at all times.
5. More business cards needed for different personnel to be contacted after hours with cell phone numbers.
6. No after hour problems.
7. No overtime on project. No after work problems could develop.
8. On several occasion, problems were discussed on the cell phones after normal work hours.
9. There were no problems contacting any of the personnel involved in the project.
10. Tim Dobbins and Tony Easterday are always available by phone to answer questions no matter what time of day.
11. Yes.

Completed bid items of work paid in a timely manner.

1. Due to change in change order policy, very lengthy delay to rewrite c.o., etc. numerous times to pay contractor.
2. Excellent prompt payments.
3. Had some problems with the computer work, as we had dial-up connection for a Type A field office. Should do away with dial-up!
4. Matt Walter did a great job of keeping us paid
5. Never knew what quantities were being paid.
6. Painting was completed with no effect on traffic later than we would have preferred.
7. Payment was excellent by ODOT Project Personnel, but after project was completed, no payment for 6 months, Change Orders were processed very slowly for extra work, Work was completed for 4-1/2 months before final quantity list was transmitted.
8. Payment was slow.
9. Slow pay, 2 months + after completion.
10. Slower than normal.
11. Some work was done without me being there to collect the measurements until a later date, some instances much later. Contractor tried to help me out with them, but I do have to verify them.
12. State seems to drag out payments that are completed.
13. Took 3 months to get paid for above plan items.
14. Very well done.
15. Waiting on C.O. to be written.
16. Waiting on change order to be written.
17. Yes.
18. Yes, but do not understand the system quite yet.
19. Yes.

Effectiveness of arriving at an agreed unit price or lump sum prior to starting an extra work item.

1. Chris is always fair
2. Contractor difficult. They would much rather have force accounts.
3. Everything was force account.
4. Extra milling that arose during construction work was agreed upon to be a force account item, but ODOT struggled with this decision.
5. Great job here on this project!
6. Most of the change orders were performed by force account.
7. N/A
8. Never happened.
9. No extra work.
10. Not done on any extra item until work done. State then only paid amount they wanted.
11. One item yet to be resolved.
12. Only needed one change order.
13. This was sometimes not possible to do. If each time there was an issue we had to submit pricing, the project would have been delayed severely. Tracking under FA worked great and saved time & money in the end.
14. We didn't always agree to a unit price, but we always followed the process described in section 109.05-A in a timely manner.
15. We had a couple large items (MOT change and Plan Errors) that were both quickly and reasonably resolved in terms of pricing.
16. We had to install new pipe for an existing storm outlet that was not shown or addressed in the plans.
17. When the situation permitted, agreed unit prices were utilized.

Extra work change orders written within 30 days of Contractor submittal of all required documentation.

1. Force Account processing lingered.
2. Immediate Response.
3. Most change orders were not received within 30 days of the work or receipt of required submittal.
4. Most done well within time limit, some lagged considerably.
5. Most extra work involved contract bid items.
6. Most of the change orders were processed immediately after receiving the Contractor submittals.
7. No extra work.
8. Slow at writing change orders for force account work. Acceleration change order was written fairly quickly.
9. Slow.
10. Slower than normal.
11. Some change orders still not received for work in 2007.
12. Still waiting on force account work.
13. The pavement repair item was increased and the change order was written promptly so payments on the extra work could be processed. It is appreciated.
14. There were no problems with timely change orders on the project.
15. This was true with the exception of one change order, which unnecessarily took a longer time to write.
16. Took 60 days receive change order.
17. Yes.

Time extensions processed within 30 days of Contractor request.

1. Did not have any time extensions.
2. Finished early.
3. No extensions needed.
4. No problems.
5. No, months went by without having change orders, liquidated damages received then taken away.
6. Rain days for July & August were not addressed, Double Z 2 letters dated 8/1/2007 & 9/4/2007.
7. Time extensions processed after each schedule update.
8. Took over 60 days to process.

Received "tentative" final quantities by project engineer upon completion of project.

1. Had to ask for quantities.
2. Have not received final quantities.
3. Have not received tentative final quantities yet.
4. Have not yet received tentative final quantities
5. Have received final acceptance letter, but have not received tentative final quantities.
6. Have not had time to do this due to being reassigned to other projects. Working on it now.
7. In progress.
8. List and quantities for first payment was very helpful. Haven't received any before this job!
9. No tentative final quantities. (as of date)
10. None so far.
11. Not that I am aware of.
12. Once again - very good job by ODOT personnel.
13. Project Engineer didn't get quantities from field engineer quickly
14. Slower than normal.
15. Soon afterwards.
16. Still do not have final quantities. Waiting on topo.
17. Still working on final qty's. Received some items.
18. Tentatives received 3 months after completion.
19. We have not received final quantities yet, but we still have a list of items to complete.
20. We have not yet received final quantities, however the final inspection was just held on October 22nd, and there is still one item left for us to complete on the punchlist.
21. We have not yet received final quantities.
22. Yes.
23. Yes, quantities and partial final inspections were prompt on the project.

Quality of plans

1. A few minor discrepancies.
2. A lot of detail was missing in this set of plans. Lots of missing info, conflicting info between pages, transposed numbers, and elevation discrepancies between field and plan.
3. Asphalt planing.
4. City of Sandusky has issues with their systems and didn't completely comply with ODOT requirements for the Battery Back-up System.
5. Clear.
6. Design of lime stabilization.
7. Did not identify source of water from pond.
8. Discrepancy of embankment quantity.
9. Except for quantities for crack sealing.
10. Except for the mis-marked utility as mentioned in previous question.
11. For a phased job on IR90 the pre-plan was not very good (see change orders 1-4, 6-8, 13-15). Structure drawings were good.
12. Generally good, missed fact that concrete pavement was under existing asphalt surface.
13. Had a few errors, all were resolved easily.
14. Had some errors on plan quantities that were left out and no pay for some others.
15. In future, put in coordinates of layout reference points.
16. Many significant plan errors
17. Miscalculations on rebar quantities.
18. Missed asphalt depth.
19. More details would be helpful.
20. MOT plans could have been better.
21. Multiple plan errors - not good at all.
22. Multiple quantity discrepancies.
23. No tables for quantities in plans.
24. Not very clear at all.
25. Numerous errors and poor design - 6 foot break at shoulder, minimal asphalt thickness to tie existing pavement to new pavement. Fence removed and replaced not addressed well. Designing road from edge of pavement vs. centerline created construction issues. Actual road width not considered.
26. Pavement width different in plans than in field.
27. Plan errors that delay the progress on the project and caused extra work.
28. Plan errors: screed elevations, guardrail layouts, post on deck.
29. Plan quantity did not match bid quantity.
30. Plans confusing and misleading.
31. Plans could have been to scale and more clearly defined. Including Office Calculations.
32. Plans had a few significant quantity busts.
33. Plans somewhat old. Site conditions changed.
34. Plans were bad.
35. Plans were very convoluted.
36. Poor field survey and coordination with abutting projects created several Extra work change orders.
37. Poor M.O.T. drawings.
38. Poor, mistakes and changes.
39. Project was redesigned last minute.
40. Rebar Errors & Dimension Errors.
41. Road grades didn't match bridge grades. Change order to add item for 301-Asphalt.

42. Roadwork portion terrible.
43. Several errors. Poor approach design.
44. Signal Timings not appropriate
45. The berm and topsoil quantities miscalculated
46. The measure issue with the plans was the “topo. Bust” or existing ground did not match cross-sections.
47. The plans could have been better. There were mistakes in the reinforcing steel list that lead to a force account change order, as well as a poor foundation design based on incorrect bedrock elevations that lead to an increased quantity of abutment footer concrete that was about double the estimated quantity. However, the plans themselves were easy to read and well drawn.
48. The plans were good with the exception of a major error in elevations that caused an extra work.
49. There were a lot of plan errors & missed quantities.
50. There were many conflicts on the plans with regard to existing conditions in the field vs. proposed new installations. MOT plans were not coordinated with construction drawings. Many conflicts existed handling traffic through the various phases of construction.
51. Varying cross slopes of existing pavement caused many problems.
52. Very good drawings.
53. Very poor, numerous errors.
54. We found a few issues and errors in the plans, but overall the plans were good.
55. Whoever decided that RT 89 did not need to be milled should be fired. After RT 89 was milled by Kokosing, a second lift should have been added to RT 89.

Level of service of the project inspection team.

1. #1 Dan/Pat/John are great to work with.
2. Actually 10
3. Excellent.
4. Good.
5. Good daily communication.
6. Great.
7. Great Job.
8. Great to work with, no problems to speak of.
9. Great to work with. No complaints.
10. Hard working and very good in all aspects.
11. Inspection and Project Engineer did not communicate well to each other.
12. Inspector was a problem.
13. Inspectors were always readily available for consult and issues were resolved quickly.
14. Ken Thompson and Jeff Alexander were excellent inspectors and highly efficient.
15. Lance Zimmerman did an excellent job in addressing problems quickly and getting them resolved.
16. ODOT HT inspector did not always do what was expected of him when the project engineer was visiting her other projects.
17. questions that arise in field not answered they always have to ask someone
18. They did an awesome job.
19. This was the first time we worked with Eric Smith. We found him to be very thorough and conscientious. We were able to work with him effectively on this project.
20. Too many inspections at different times resulting in multiple punch lists.
21. Very easy to work with & questions were answered in a timely manner.
22. Very good job!
23. We feel that the inspection team did as well as any one could expect with the restrictions placed on them by the Department (such as being responsible for multiple projects and being restricted to 40 hours per week).

Level of service of the District Construction Office

1. Excellent.
2. Good.
3. Great.
4. Great Job.
5. Great to work with, no problems to speak of.
6. Great to work with. No complaints.
7. Our project engineer, Dan Beasley, was very helpful throughout the job in assisting with questions or concerns. We appreciate that he made himself available at all times.
8. The DCE and Area Engineer were closely involved by attending every meeting and being part of every measure dispute.
9. The district personnel attended all progress meeting and were readily available to provide support to the project.
10. Very good!

Overall experience on this project compared to others in District.

1. District 5 needs additional area engineer.
2. District 5 needs additional area engineer.
3. Do not have any other projects to reference off of.
4. Excellent.
5. First ODOT project in D5, gave had 2 non-ODOT projects on same routes. Exp. on those jobs excellent also.
6. First ODOT project.
7. Good.
8. Great experience. We worked through all of our problems and issues without having to go very far up the command chain on either ODOT's or our side.
9. Great project. I have been happy with all of the projects that I have been a part of in District 9.
10. Haven't worked in #5 for 20yrs but everything went well.
11. I have no complaints about any of the projects I have been a part of in District 9.
12. Project Personnel were excellent.
13. This company's first ODOT project.
14. This is my seventh partnering project in District 5. I would rank the partnering experience to one of the top three projects.
15. This is the first ODOT job M&B has completed in many years, can't compare.

Overall experience on this project compared to other districts.

1. Excellent. District Six was positive and pro-active toward managing the project.
2. Hopefully have future opportunities in D5
3. I have not run any ODOT projects in any other districts.
4. I have not run any ODOT projects in other districts.
5. I would give them a 10 but you only go to 5
6. No noticeable differences.
7. No problems
8. A poor plan was the only problem.
9. same question as no. 23
10. The ODOT website states that "Partnering is the process of creating a cooperative and mutually beneficial team out of potential adversaries on a construction project." The first half of the project had an adversarial atmosphere rather than a cooperative one.
11. This is the first ODOT job M&B has completed in many years, can't compare.
12. Very good.
13. We enjoy working with District 3.
14. We have not worked in other districts.
15. We would rather work in District 9, than any other district. From the inspection level on the project to the administration at the district level, I feel that the communication between the contractor and ODOT is at its best.
16. While my company has, I have not personally worked in any other districts to date.

What was the best thing that happened on this project?

1. 12 miles of new pavement for the residents of SR 279
2. 4 mowing and 2 mow backs.
3. Able to change shoulder from asphalt to curb & gutter.
4. Able to work out most issues or questions at the project level.
5. Accelerating project to keep project on schedule
6. Acceleration of pedestrian bridge due to traffic accident.
7. All pavement repairs were addressed before warranty seal.
8. All site guys were really great to work with.
9. As a whole all the bridge approaches turned out well. This was a difficult project to build to insure the rideability of the bridge approaches.
10. Backfilling the box culvert with LSM.
11. Basic partnering.
12. Bill Leitch
13. Both ODOT and Kokosing personnel were able to work closely to best achieve a safe project that met the expectations of both parties involved.
14. Bridge finally completed - no deaths.
15. Clear communication between ODOT representatives and ours, which prevented problems before they started!
16. Communication between ODOT and contractor was good.
17. Communication improved greatly on the second half of the Project.
18. Compared to OSFC projects, this flowed smoothly and payment has been timely.
19. Completed ahead of schedule with no major problems.
20. Completed as scheduled
21. Completed in 2009 in lieu of 2010.
22. Completed on budget, safely and ahead of schedule.
23. Completed on time - no major problems.
24. Completed on time & budget. No major issues.
25. Completed project on time.
26. Completed projects on time without and major accidents.
27. Completed with no major problems or accidents.
28. Completed without any damage to adjacent buildings
29. Completion
30. Completion and re-opening traffic.
31. Construction of the noise wall.
32. Contractor always worked with me on quantities.
33. Contractor and employees were very capable of the work, and knew how to handle the items.
34. Contractor and ODOT personnel were able to work thru most problems at the project level.
35. Contractor did good job.
36. Contractor did the changeovers very smoothly.
37. Contractor easy to get along with.
38. Contractor kept project informed.
39. Contractor realized a non-approved material and stop using it before it became an issue.
40. Contractor worked well with department to mitigate delays.
41. Contractor worked well with project personnel
42. Contractor worked with ODOT on utility delays.
43. Contractor's quick response to emergency issues.
44. Co-op between Kokosing, ODOT, and City of Ashland.
45. Cooperation between contractor and ODOT.
46. Cooperation of ODOT and good at answering questions.
47. Cooperation with District 10 working through issues as this was an emergency project.
48. Cooperative ODOT personnel.
49. Coordination between the numerous agencies.

50. Crew and ODOT project worked well together.
51. Culvert pipe installation.
52. Dave took extra care to have a smooth transition at the bridges.
53. District assigned good team to project.
54. District was able to utilize a different method for installing and backfilling a pipe liner.
55. Doors of communication were open.
56. Dry Weather
57. Eliminated temporary concrete barrier for traffic control. Save ODOT \$\$\$
58. Everybody worked together to come to a solution in the field.
59. Everybody worked together to get job done.
60. Everyone worked together & project completed ahead of schedule.
61. Everyone worked together as a team.
62. Everyone worked together to get the job built right, even though some things needed changed.
63. Everyone worked together to keep public happy and keep continuous progress.
64. Everyone worked together well to complete a quality project
65. Everyone worked together well.
66. Everything went smooth project completed on time.
67. Excellent communication with Erie
68. Excellent communications between ODOT, city, and us.
69. Excellent cooperation between all parties on this fast paced project.
70. Excellent cooperation with ODOT personnel
71. Extremely good partnering between ODOT and contractor due to all the plan errors and changes the two had to work together to come to a solution because no help was offered by design in many situations.
72. Fast decisions. Fair inspections.
73. Fewer problems with the chip and seal.
74. Field personnel were very competent.
75. Final product was superior - very good pavement/deck ride, etc.
76. Finalization completed in less than six months.
77. Finished early.
78. Finished on time, within acceptable cost, minimal impact to property owners.
79. First ODOT jobs we learned how everything works.
80. First project in a long time that ran smoothly from start to finish.
81. Flexible painting schedule.
82. Flowed through to completion
83. Getting done early with minimal changes.
84. Getting done in a timely manner.
85. Getting SR 335 resurfaced for the public.
86. Good Communication / Timely Submittals.
87. Good communication and cooperation.
88. Good communication at the Project level.
89. Good communication between ODOT and contractor, and contractor performed well-coordinated traffic control.
90. Good communication between our supt. and project inspector.
91. Good communication with District personnel.
92. Good communication with ODOT on changes to the project. Everything went well.
93. Good communications and working together to solve small issues before they became big issues.
94. Good cooperation between contractor staff and ODOT personnel to resolve problems.
95. Good field management team assembled by ODOT.
96. Good group of people (City, State, Contractors) working together to keep the project moving forward
97. Good planning for 4' slot.
98. Good Project.
99. Good teamwork from all parties.
100. Good weather, closing of roads during construction.
101. Good work environment. Contractor addressed issues in a timely manner.
102. Good working relationship with state.
103. Got the project finished.

104. Got to work with a conscientious contractor that managed very detailed work with potential subsurface issues & received a great deal of support from the locals and ODOT
105. Graffiti was removed in a timely manner.
106. Great communication between inspection team and Shelly team.
107. Great Contractor to work with.
108. Great project.
109. Greg, the project inspector, was great to work with.
110. Had a very reliable/good contractor.
111. Having problems addressed and answered at project quickly and sensible.
112. High quality pavement.
113. I don't think we had any issues to resolve. It all seemed to flow, quickly and without difficulty.
114. Informal partnering relationship between ODOT and Alan Stone Co., Inc.
115. Informal partnering.
116. Inspection team was knowledgeable and helpful, as well as personnel at the district level.
117. Installed precast abutments without many problems.
118. Issues were addressed by the contractor in a timely manner. Good work environment.
119. It ended.
120. It got completed
121. It got finished.
122. It was completed in a timely manner prior to the completion date.
123. It was completed!
124. Job progressed rather quickly.
125. Job went very smooth.
126. Jobs completed safely with a high level of quality.
127. Lance did a good job of keeping issues resolved!
128. Mowing completed before target dates.
129. Mutual cooperation to overcome the early MOT issues to finish the job on time.
130. Nice easy going, good work project - ODOT and Page folks worked well together.
131. No accidents, and cooperation from the public was good with no complaints.
132. No accidents in high traffic area.
133. No accidents on project.
134. No accidents.
135. No accidents. Working with John McMullen and Dave Darst.
136. No injuries on a heavily traveled road.
137. No major injuries/ No Step 2 or above claims.
138. No major problems on project.
139. No problems.
140. No rain during incentive/disincentive road closure.
141. Nobody was injured.
142. Normal Job.
143. Normal Project.
144. Oberlanders did a great job on S.R. 94
145. ODOT Acceptance of ESW V.E. proposal. ODOT and ESW personnel worked very well together.
146. ODOT and Kokosing worked together.
147. ODOT and the contractor worked together to re-phase the project, expediting the Work to an early substantial-completion.
148. ODOT helped resolve any issues with contractor working on project.
149. ODOT personnel good to work with on project.
150. ODOT Personnel that understood problems.
151. ODOT was able to move some striping from one route to the other.
152. ODOT-Contractor relationship was very good.
153. ODOT's project personnel worked well with BECDIR.
154. On time - no problems.
155. Our crews & ODOT worked very well together on this job.
156. Overall positive comments from inspectors regarding the work performance of our company to manage this project.

157. Overall things went very well.
158. Paid promptly and good communication with project manager and inspection team.
159. Partnering.
160. partnering contracts, ODOT can work
161. Pavement failure areas were addressed by project personnel and caused no delays in the completion of the project.
162. Pavement repaired per typical #2.
163. Pavement repairs were non-performed.
164. Pay estimates timely.
165. Pay estimates were generated on time.
166. People worked together to build a good product.
167. Productive progress meetings.
168. Project addressed existing water issues before work started.
169. Project addressed plan error before work started. Quality job.
170. Project completed in good time. No one got hurt.
171. Project completed on time - safely - with a high level of quality.
172. Project completed on time with little extra work
173. Project completed on-time.
174. Project engineer "Lance" and Rich and myself worked early to make sure utilities were moved. If it wasn't for our effort we would have destroyed the city of Zanesville's 16" water main that wasn't moved.
175. Project inspection team.
176. Project inspectors were great to work with!
177. Project opened on time.
178. Project personnel real workable and knowledgeable about project.
179. Project progressed as we had planned.
180. Project ran smooth and was finished on schedule.
181. Project turned out better than expected.
182. Project was completed in a timely manner with no major problems
183. Project was completed without any delays.
184. Project was very enjoyable working with ODOT reps.
185. Project went smoothly.
186. Project went very well and completed on time.
187. Project worked very well as a team.
188. Project worked well as a team.
189. Prompt payments and Matt was helpful.
190. Put RPM's throughout District.
191. Quality in construction award from N.A.P.A.
192. Quality paving award!
193. Quality people overseeing project.
194. Quick ODOT response to extra pipe piles need at Part 1.
195. Really improved the appearance of the fish hatchery.
196. Rebuilt damaged guardrail.
197. Receiving the incentive for having the project done ahead of schedule.
198. Repair pavement.
199. Resolution of problems.
200. Resolving the topo Bust without a claim and with minimum cost.
201. Rich, Cathy, and Don
202. S&S achieved smoothness goals.
203. Safe construction project/ODOT personnel terrific to work with.
204. Safe Project.
205. Safe project.
206. Safety.
207. Safety.
208. Smooth ride.
209. Smooth ride, quality product completed on time.
210. Striped the District.

211. Submitting project to Flexible Pavements for award.
212. Success completion for contractor and owner with no problems encountered
213. Superintendent said it was the best project he has ever worked on.
214. The assistance of the project personnel helped make this project run smoothly.
215. The City of Newark Water Department was extremely helpful.
216. The communication and working together as a team with all involved parties (The City of Vermilion - Big help with their involvement, availability and the timeliness of their decision making. Smith Paving and their Subs - The quality of their work. Their willingness to work with the City and ODOT.)
217. The End.
218. The overall cooperation of the State personnel on this project.
219. The project people were very easy to work with.
220. The project person.
221. The project was built with no conflicts or delays.
222. The project was built with zero delays.
223. The project was completed on time.
224. The quality and ease of communication with the Project Field Engineer.
225. The roadway was improved.
226. The whole project ran smoothly.
227. The work was completed in a timely manner.
228. The working relationship between ODOT and contractor.
229. This project had the potential to be awful for both ODOT and Mosser Construction. We really tried to avert delays, etc by being as proactive as possible. ODOT personnel, specifically, Mark Tornow, Brian French and Jim Bradley, did the same on their side of the project. We were given prompt & complete direction on problems we encountered on the project whether it was missing resteel, elevation busts, or unsuitable subgrade. This job really reflected the partnering spirit.
230. This project was an overall success.
231. This project was the first job of the construction season and started the crews back to work.
232. This was our first ARRA project - Everything went smoothly.
233. Three separate structures were put all in one project.
234. Timely completion
235. Timely pay estimates. 30 day road closure allows for a better bridge.
236. Timely Payments & commonsense ODOT Personnel.
237. Timely response to questions - ongoing basis.
238. Total contract reduced by \$200,000.
239. Traffic control issues resolved quickly.
240. Traffic was minimal.
241. Turned out better than expected.
242. used force account to cover extra milling work.
243. Utilities relocated.
244. Very clear and open communications.
245. Very little if any poor weather.
246. Very nice finished product.
247. Village sewer project - progress forced on sewer contractor so that this project could proceed.
248. Was completed to the satisfaction of ODOT.
249. We built a great looking/working bridge with great cooperation between us and ODOT personnel.
250. We completed early.
251. We finished.
252. We got through it.
253. We handled everything on-site in a timely manner.
254. We ordered precast WW.
255. We ran into a couple large issues that had they been handled improperly would have caused delays and unexpected costs. However we worked with ODOT to quickly find a solution at fair and reasonable prices.
256. We ran into a number of problems/issues on this job; however we were not slowed down at all due to indecision. Reasonable and effective solutions were come up with and agreed upon rather quickly, and there was little to no time loss due to decision making.
257. We were one of the first ARRA jobs awarded, so it was exciting to participate.

258. Weather.
259. Weather held out until the end of the project.
260. Weather was good. Nice job.
261. When project was completed, received several compliments on how nice it looked.
262. Willingness of project personnel to deal with issues.
263. Work completed in a timely manner. "KCC" & State worked well together.
264. Work completed with no injuries.
265. Work completed within time frame allotted
266. Work was completed satisfactory.
267. Work was completed to the satisfaction of ODOT
268. Work was scheduled in an efficient manner.
269. Work well with contractor.
270. Worked together as a team to complete project.
271. Working relationship between Alan Stone and ODOT.
272. Working relationship with ODOT.
273. Working with a competent and cooperative contractor.
274. Working with Jack Tipton went well, communication was good.
275. Working with Larry Ruff and Don Tillis.
276. Working with ODOT.
277. Working with the inspectors
278. Working with the ODOT team in District 9 is second to none.
279. Working with the project manager.
280. Working with the project managers Bill and Matt.
281. Zero lost time accidents and no traffic accidents related to the project.

What was the worst thing that happened on this project?

1. A & A's striping and asphalt plant problems.
2. A misunderstanding of liquidated damages obtained during the punch list work.
3. A trailer came through the project which was permitted over the width limit. Contractor was placed on force account to help get it through.
4. A wide load did not follow detour and damaged our equipment while trying to squeeze through.
5. AEP and weather delays were detrimental to schedule of operations
6. After Rt. 89 was milled by Kokosing, a second lift should have been added to Rt. 89.
7. Aggregate problems - inconsistent aggregate caused density problems.
8. Allowances were not made for the poor approach design.
9. Although we completed the project within the Contract's 30 day closure period (only 1 weather delay day), these type projects should have a 45 day closure period. The taxpayers, ODOT & the contractor would benefit from this. There are a lot of additional expenses (O.T., materials etc.) that go into a 30 day closure.
10. Another contractor was installing a waterline in our project area.
11. Approval for night work was given at pre-con and then half way through the project some county manager complained and we were told that night work was not allowed. Major mis-communication!
12. Arrow board was blown out of position.
13. Asphalt compaction issues.
14. Asphalt plant broke down.
15. Asphalt plant problems/subgrade was poor.
16. Bad weather.
17. Bad weather in October (cold).
18. Being punch listed on items of work not clearly defined in the plans.
19. Bev Cortes.
20. Box and wing erection difficulty.
21. Box culvert project performed after road was resurfaced.
22. Bridge was not evaluated properly.
23. Building it with poor plans!
24. Butt joints were left open to the traveling public for a couple of days. Should have used asphalt for MOT or restricted duration for paving after milling butt joints.
25. Can't think of one.
26. Change of politics in ODOT. Project had 3 different engineers on it. Payment of items was not completely timely. ODOT and ODNr both involved makes for long time decision-making.
27. Change order process was revised at the end of completion - major change order required additional review time before approval.
28. Chip seal.
29. Claim for extra time for procurement of steel to resolve elevation plan error.
30. Cold weather.
31. Completed bid items not paid in a timely manner as completed.
32. Concrete joints expanding, creating bumps in the pavement.
33. Confusion with material certification requirements.
34. Contract amount ran under by \$40,630.39.
35. Contractor actually started work 2 weeks prior to completion date due to backlog.
36. Contractor caused mix design problems.
37. Contractor was brought back a couple times to cut the intended trees.
38. Corrective Grinding on new deck surface.
39. Could have used more crack filler.
40. Cover signs with duct tape.
41. Culvert pipe backfill.
42. Dave Darst retired.
43. Deck Resteel quantities were wrong per plan causing a delay.
44. Delay of answer for the asphalt shortage.
45. Delayed 2 weeks starting due to weather/asphalt work.

46. Denny Salisbury had no problem with project until contractor was low bidder on another ODOT project in which Mr. Salisbury was involved. After this, Mr. Salisbury was not compatible to work with and expected contractor to complete a list of extra work without compensation.
47. Design changes brought to the pre-con.
48. Different paint types difficult to manage.
49. Difficult contractor.
50. Difficulty in paving due to roadway width very narrow in places, plans showed.
51. Discrepancies with the design of beams overstressed delayed manufacturing. Columbus could not override the district's decision.
52. Discrepancy between proposal and scope of services.
53. Drainage issues within Bainbridge.
54. Due to scheduling mistake on project before this one, contractor elected not to work overtime on the weekend on this project, resulting in not meeting the completion date, therefore liquidated damages were implemented.
55. Encountered soft subgrade throughout project.
56. Encountered unsuitable/barely suitable subgrade without adequate time to deal with it.
57. End dam problems at bridges.
58. Equipment problems.
59. Facing of parapet with rebar clearance was difficult. Expansion joint work was difficult.
60. Fiber optic line delayed completion unexpectedly.
61. Field personnel under Lance were very slow getting him quantities to get us paid.
62. Finaling process has been slower over the past couple of years.
63. Flagger struck by vehicle.
64. Flooding.
65. Force main issues.
66. Gas line explosion.
67. Getting project finished on the completion date.
68. Getting use to how district 9 works and what they expect.
69. Had some bad employees.
70. Had some corrective work at end of the Project.
71. Had to dump 5 loads of blacktop due to weather which could have been scratched on project also took too long between project to be inspected so deficiencies could be corrected and project finalized.
72. Having to repave dip at ST 80+75 but Kokosing took care of the problem.
73. Heavy rains caused milled road to deteriorate...also undermined small culvert.
74. How the district handled RFI#16 (Closure-pour issue).
75. I was assigned to other projects before I could complete this one.
76. Issues with placement of reinforced mesh per manufacture's requirements required extra work to place scratch course prior to placement of mesh.
77. It completed too quickly we had to lay people off, not your problem.
78. It started.
79. It was over too quick.
80. JET got a backhoe stolen off project site.
81. Lack of available storage space for material.
82. Late season paving with fibers would have been a problem. The weather was okay.
83. Lingering force account paperwork processing.
84. Liquidated damages.
85. Location of underground phone lines.
86. Mailbox issue.
87. Mailbox replacement issues with property owners.
88. Maintenance of traffic (Project could have been completed sooner if all 3 would have been road closures).
89. Matching the existing structural steel to the new steel.
90. Material & fuel price escalations.
91. Materials problems in several locations.
92. Minimal cover on a gas main behind guardrail, informed County, Dist Utility Coordinator, Gas Co.
93. Minor instances of plan errors and signs made wrong by supplier.
94. Minor traffic delays on Sunday night.

95. Mishap on Phase 1 deck pour.
96. More RW needed in order to install additional box culvert sections.
97. MOT on project was very intense.
98. Needed more material on St. RT. 247
99. Neighbor wanting additional work.
100. No Pavement profile was given. We had to request one...once received, the elevations given of the site were not correct. We had to field engineer approaches which caused delays.
101. No tables for quantities in plans.
102. Not being able to level the main entrance road prior to overlaying it.
103. Not enough good weather in fall and complete painting in 2006.
104. Not enough quantity to repair shoulders of deck.
105. Not large enough to repair all areas that needed milled and filled.
106. Not using all the pre-leveling quantity made surface paving difficult to achieve superior quality.
107. Nothing
108. Nothing bad happened.
109. Nothing notable.
110. Nothing to speak of.
111. Nothing went really bad.
112. Nothing worth noting.
113. On Phase 1 a couple of material delays. Last week of job, tool trailer broken into.
114. One of the residents gave my supt. some problems.
115. OUPS locating service response slow at times.
116. Pavement rough!
117. Pedestrian bridge and rail issue.
118. Plan error in MOT lead to some hairy moments during MOT phase shifts.
119. Plan errors caused delays and confusion on how to complete the project, which required added cooperation between the contractor and ODOT.
120. Plans did not address the fact that the new sensors were going to be installed by O.U. Personnel
121. Plans were not good. Should have been reviewed better. Project staff spent too much time fixing plan errors.
122. Poor condition of embankment material delays.
123. Poor field communication when paving asphalt base material. Deck finish had to be corrected.
124. Poor set of plans and terribly wet conditions.
125. Poor wiring in City of Sandusky's controller cabinets and most all had no disconnect switch from the source.
126. Potential gas line delay; did not cause a schedule delay ultimately.
127. Prime coat runoff and wait time to do repair seeding.
128. Problems with City Sewer caused delay in setting box.
129. Problems with drawings.
130. Problems with paving.
131. Problems with pre-caster.
132. Production was slowed due to compaction requirements.
133. Project engineer that started project was moved to a different position.
134. Pumping & diverting water flow.
135. Punch list work to correct.
136. Rail road contractor was in and out, and did not maintain his schedule.
137. Rain
138. Rain
139. Rain Delays
140. Rained one day before the sealer was dry and it splattered on a building door. Contractor cleaned it up very good and re-sealed.
141. Rainy fall weather extended contract completion.
142. Removing the tack from existing decks after the removals were non-performed.
143. Requirement for shop drawings to be stamped by an Ohio Engineer
144. Resolving bridge joint is not repairing deck.
145. RR crossing needed - could have been bundled in pre-bid by ODOT.

146. Safety issues regarding flagging.
147. Setting up field office trailer.
148. Setting up M.O.T. phasing
149. Short amount of time given to complete the project.
150. Short completion date and shortage of material.
151. Shortage of liquid for asphalt due to industry supplies.
152. Shoulder reconditioning.
153. Signal Timings were found to be errant.
154. Snakes abound!
155. Some local residents were difficult to work with.
156. Some minor plan errors.
157. Some of the limits of work were not realistic (intersections) causing additional tedious work to be performed.
158. Spec book is in conflict with traffic engineering manual.
159. SR 763 is a very narrow road with narrow shoulders which created traffic control and paving problems.
160. Structural steel delay/ bridge painting claim.
161. Suburban Maintenance bad communication.
162. Tapered inlet was cast in place without reinforcing steel and had to be destroyed and reconstructed.
163. The level of traffic limited production.
164. The passing of Chuck Ratzlaff, owner of Ratzlaff Const. Co., my father.
165. The pavement failure at 87+40.
166. The plans and design.
167. The plans were riddled with mistakes.
168. The project was subjected to delay and extra cost due to plan errors and items not addressed by plans.
169. The road closure could have been longer than 30 days. 45-60 days would have been more realistic.
170. The Road Slipped during construction.
171. The road was so narrow it was difficult paving and maintaining traffic.
172. The situation with a Business Owner that affected a piece of walk from being completed in the project.
173. The speed in which the project was built.
174. The striping didn't turn out the way we wanted it to.
175. There was a small miscommunication between ODOT and Kokosing over a potential overrun in plan quantity of a bid item. The situation was resolved.
176. There was confusion on the last parcel concerning the ownership of a metal building.
177. There were a lot of changes.
178. There were too many ODOT hands stirring the pot.
179. They were stuck to the spec book even when it was not in the best interest of the project.
180. This project was the first job of the construction season. In other words, first one out of the chute sometimes runs a little rough.
181. Tight completion date.
182. Too many references for pavement planing.
183. Took us too long to complete.
184. Traffic.
185. Traffic accident with SK Supervisor.
186. Traffic is terrible.
187. Traffic issues
188. Traffic.
189. Trying to deal with COC and Developer felt like 3 owners at times.
190. Ultimately rain at end of May kept us from completing the project 2 weeks early.
191. Unable to construct curb ramps in Phase 1.
192. Unable to get asphalt pavement to ride smooth in 50' after first install. Needed to make repair to get within spec.
193. Unable to resurface city lanes at 46+14, no funding.
194. Underground utilities in location of guardrail installation. Short completion date made it difficult to complete the project in a timely manner due to length of time required to manufacture special bridge items.
195. Unfortunately after all the permanent erosion control items were completed, there was a very heavy rain fall which caused the need for the contractor to return and do the EC BMP repairs.

196. Unmarked or abandoned utilities.
197. Unstable sub-base.
198. Unusual rainfall that flooded pipes.
199. Utilities contractor on site at same time.
200. Utilities still in way of work, and plan errors.
201. Utilities.
202. Utility conflicts reduced the efficiency of planned work on the project.
203. Utility delay.
204. Utility delay, due to planning department did not insert a utility note for new guardrail runs.
205. Utility incident at Medina Hospital.
206. Utility issues in conflict with project work.
207. Utility relocation problems.
208. Utilization of chosen material is questionable.
209. Waiting on change orders to be processed.
210. Warranty issues not responded to in timely manner.
211. Water line insulation after bridge painting - also, during the deck pour, ODOT personnel sent Smith Concrete Trucks back to their plant w/o conferring w/ Double Z onsite personnel. The trucks were sent back due to the possibility of rain (50% chance). Smith Concrete has billed us for \$4500- we've informally requested compensation. ODOT field personnel have informed us that the district is denying responsibility. We would like to meet and discuss this further.
212. We became limited on manpower due to other job constraints.
213. We had a change order on SR 21.
214. We had asked not to pour the walk in Phase 1. This was rejected. We ended up having to fix at our expense all that was broken by trucks pulling out of businesses.
215. We had material and fuel stolen from the construction site. This could have hurt us a lot worse than it did.
216. We ran into a problem where the actual bedrock elevation was much lower than what was shown in the plans. While the plans mention that the bedrock may not be exact, it did not address what to do if it was drastically lower or higher than anticipated (the abutments were poured directly onto the bedrock). While a reasonable solution was agreed upon and executed, we certainly would have estimated this item differently had we known how a change to this item would be handled.
217. We ran into problems with errors in the plans.
218. We took too long to complete some of the initial paperwork, and ended up being short of planting and seeding time in the fall.
219. We were fined for being over the completion date even though we were not interfering with anything.
220. We were shut down in error because another contractor complained about our traffic control. In the end we resumed our previous pattern.
221. Weather
222. Weather
223. Weather
224. Weather
225. Weather/Traffic was heavy
226. Weather (rain)
227. Weather delays
228. Weather delays & wet conditions.
229. Worker safety was an ongoing concern due to nighttime work and traffic.
230. Working around & under power lines while setting culvert.
231. Working in adverse weather conditions (snow/ice and cold) in January/February.