

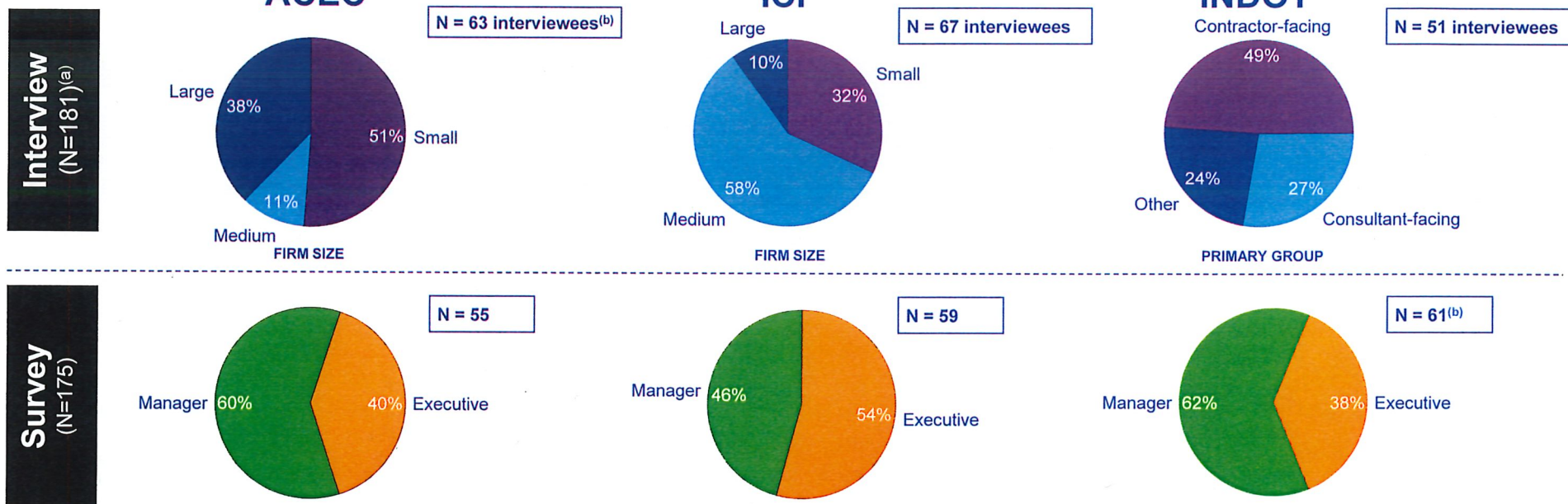


INDOT, Consultants and Contractors Collaboration Study

Final Deliverable Document

April 2019

KPMG conducted a broad study comprised of both interviews and a survey



Please Note: All of the findings contained herein were provided by INDOT, ICI, and ACEC participants through interviews and survey. This presentation offers no KPMG view or recommendation on any matter of public policy and is not intended to be used in such an advocacy context.

(a) A total of 90 interviews were conducted (30 across each entity). The counts represented herein reflect the *number of interviewees* across each entity.
 (b) Firm size (# of employees): Small: 0-49, Medium: 50-99, Large: 100+ (b) Executive classification includes ELT and CO / District Level Directors



Survey and interview feedback was synthesized into 8 issue themes

Major Challenge Themes

Process Issues

Challenges related to overall project design and delivery processes (e.g., constructability, utilities)



Contracts & Policy

Challenges related to the bidding, procurement, and contracting of services (e.g., bundling)



Inconsistencies

Challenges associated with lack of standards and inconsistencies across firms, districts, and personnel



Subjectivity

Challenges related to processes that are more subjective in nature (e.g., performance scoring)



Decision-making

Challenges associated with delays or inability to make decisions



Communications

Challenges related to lack of effective communication



Performance Management

Challenges associated with metrics and incentives



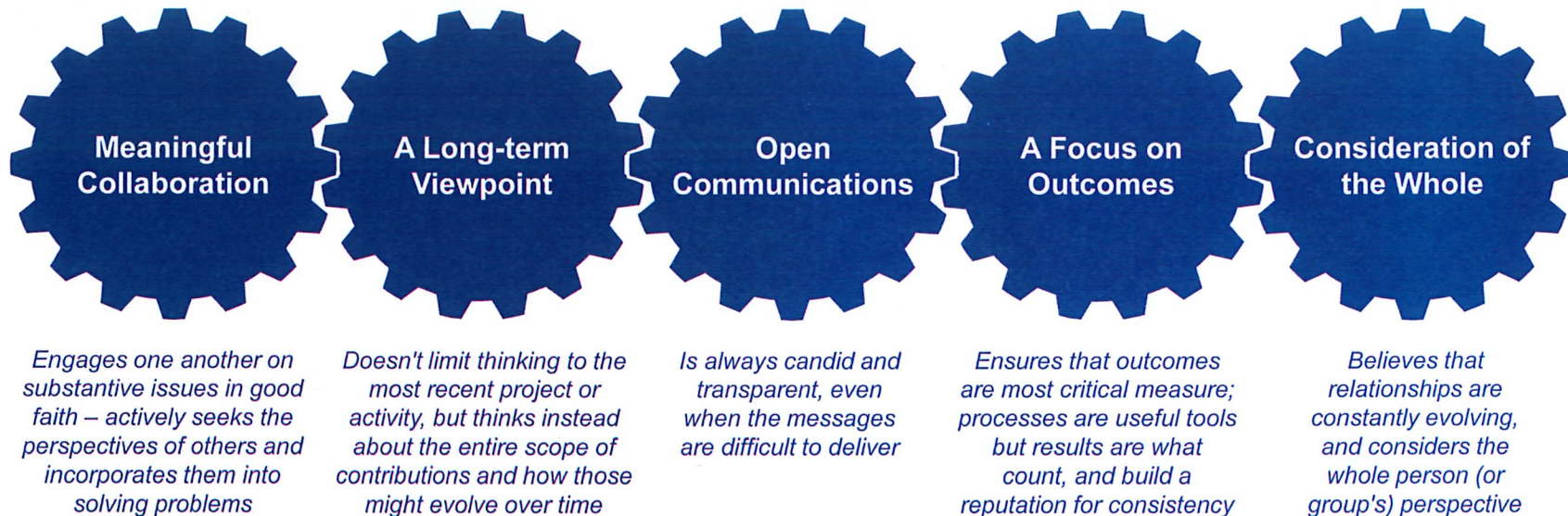
Dispute Resolution

Challenges associated with existing or lack of effective dispute resolution mechanisms or forums

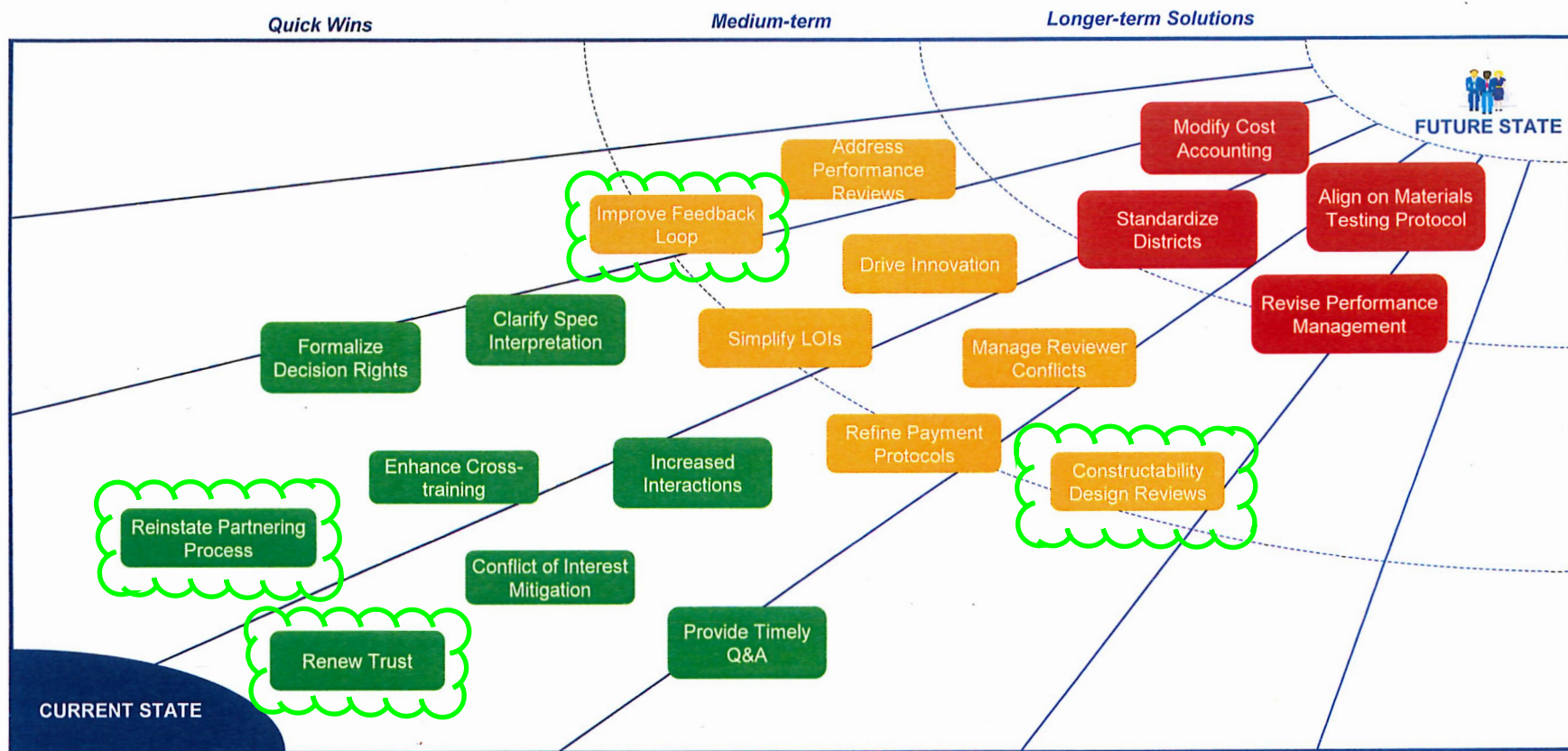


Each of these is exacerbated by a prevailing lack of trust that is undermining the ability to engage constructively

Elements of Trust



Three waves of priority would allow stakeholders to prioritize and direct efforts, advancing the most critical initiatives in a coordinated way



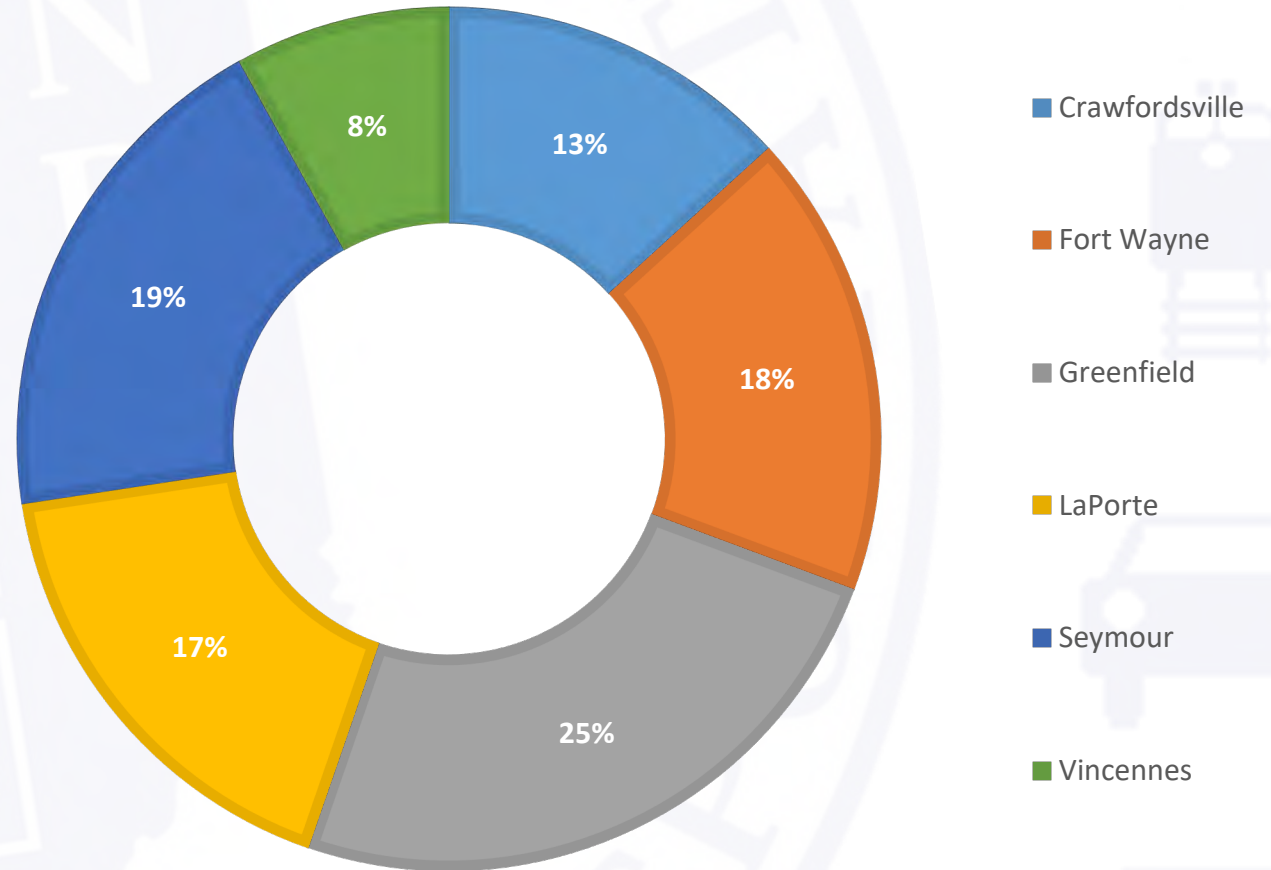
360 Follow Up

Employees' Responses to Partnering, Behavior and Constructability/Feedback

Observations

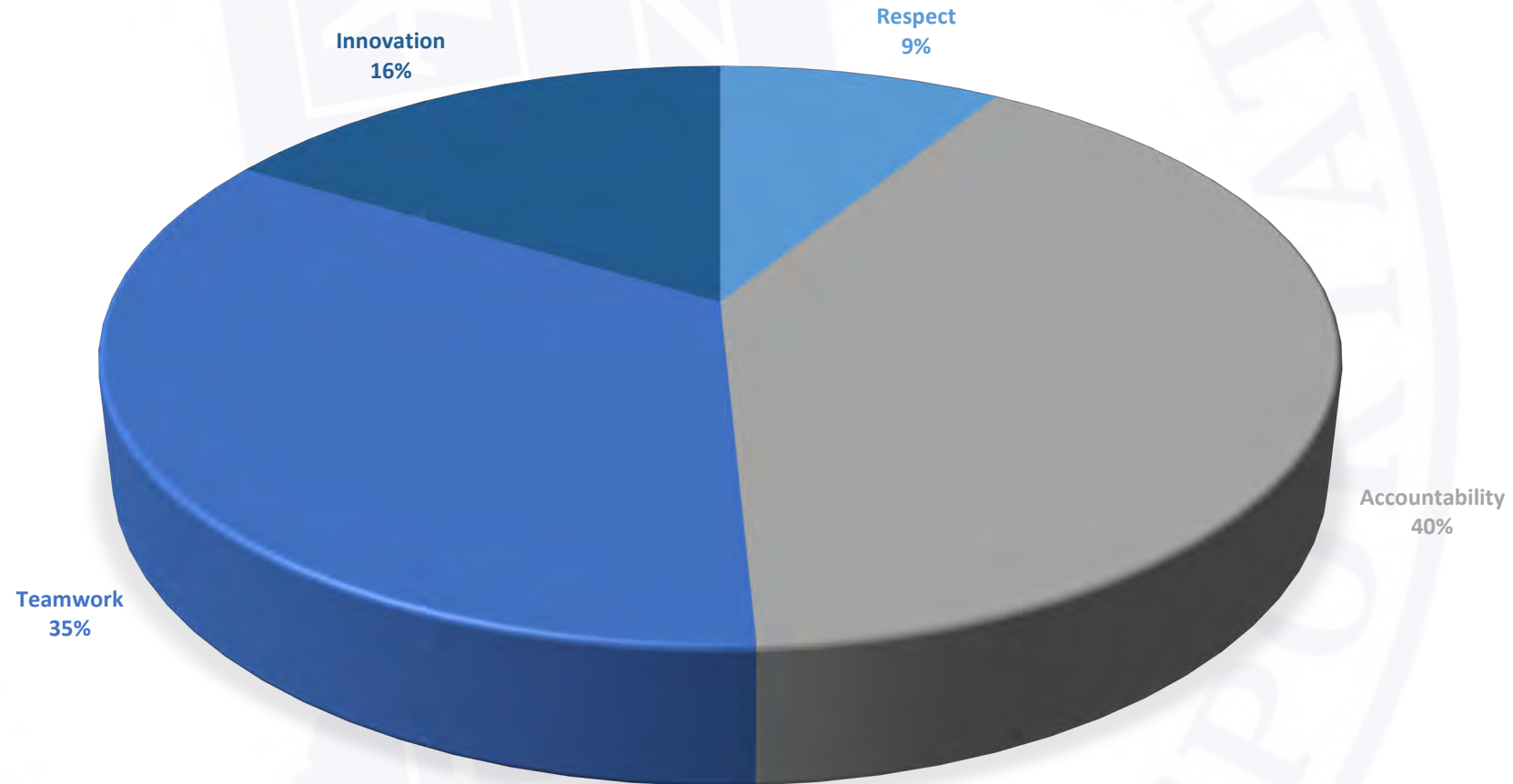
- Each response was recorded and reviewed
 - Nearly 800 suggested improvements were given
- Varied responses with several repeated themes throughout the district meetings
- The top suggestion was higher quality meetings-many ideas were given as specific tools to accomplish this, but people agree improvements need to be made in this area

% OF SUGGESTIONS SUBMITTED BY DISTRICT



Observations

- Responses categorized into four core values



Observations

- Relationship
 - 75% of all responses are asking for more accountability or better teamwork
 - While there are many pictures of what that improvement looks like, the resonating theme is that all parties involved would like to establish better relationships among their co-workers and partners

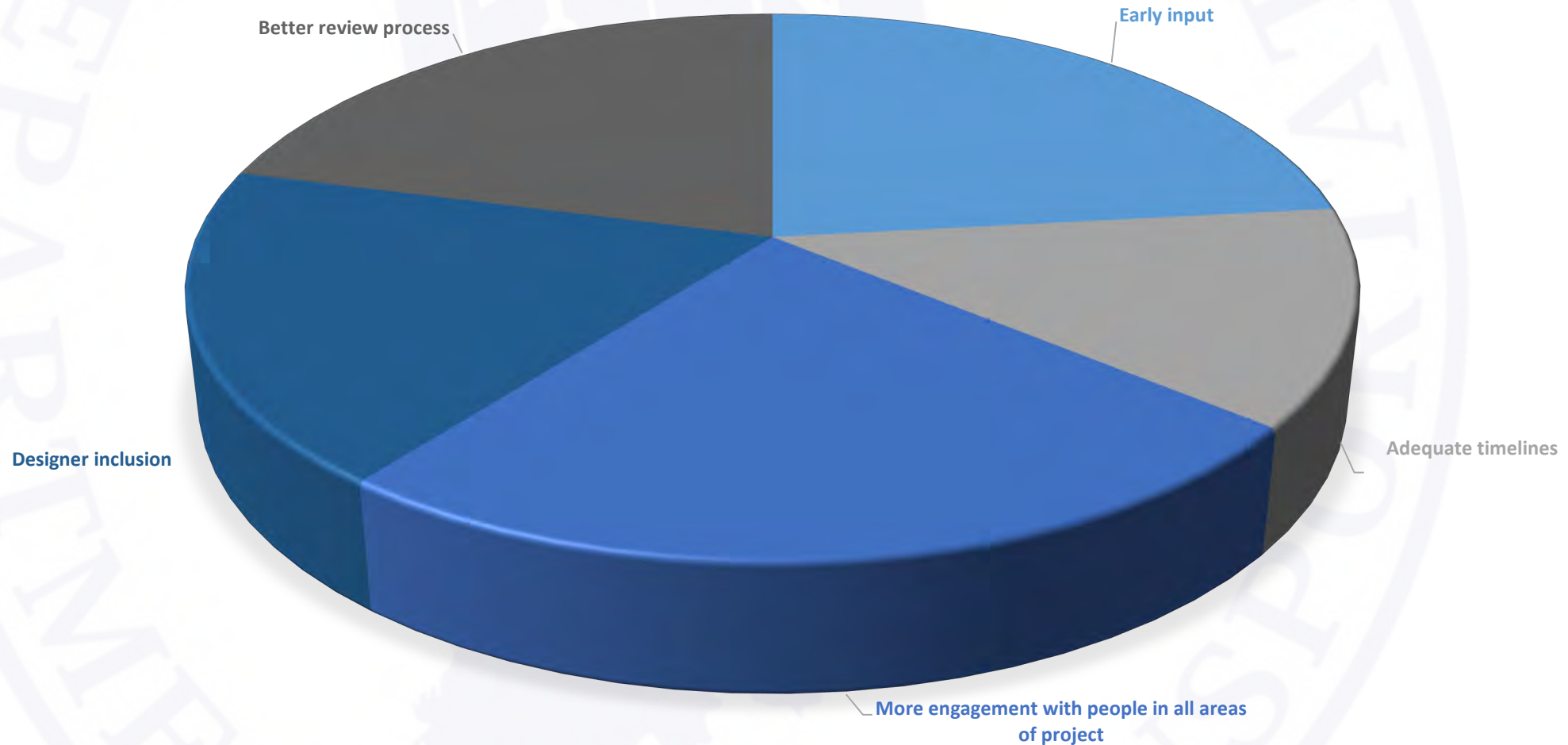


Observations

- Our meeting allowed responses to three main questions that can be summed into key phrases
 - Constructability/Feedback
 - Partnering
 - Behavior

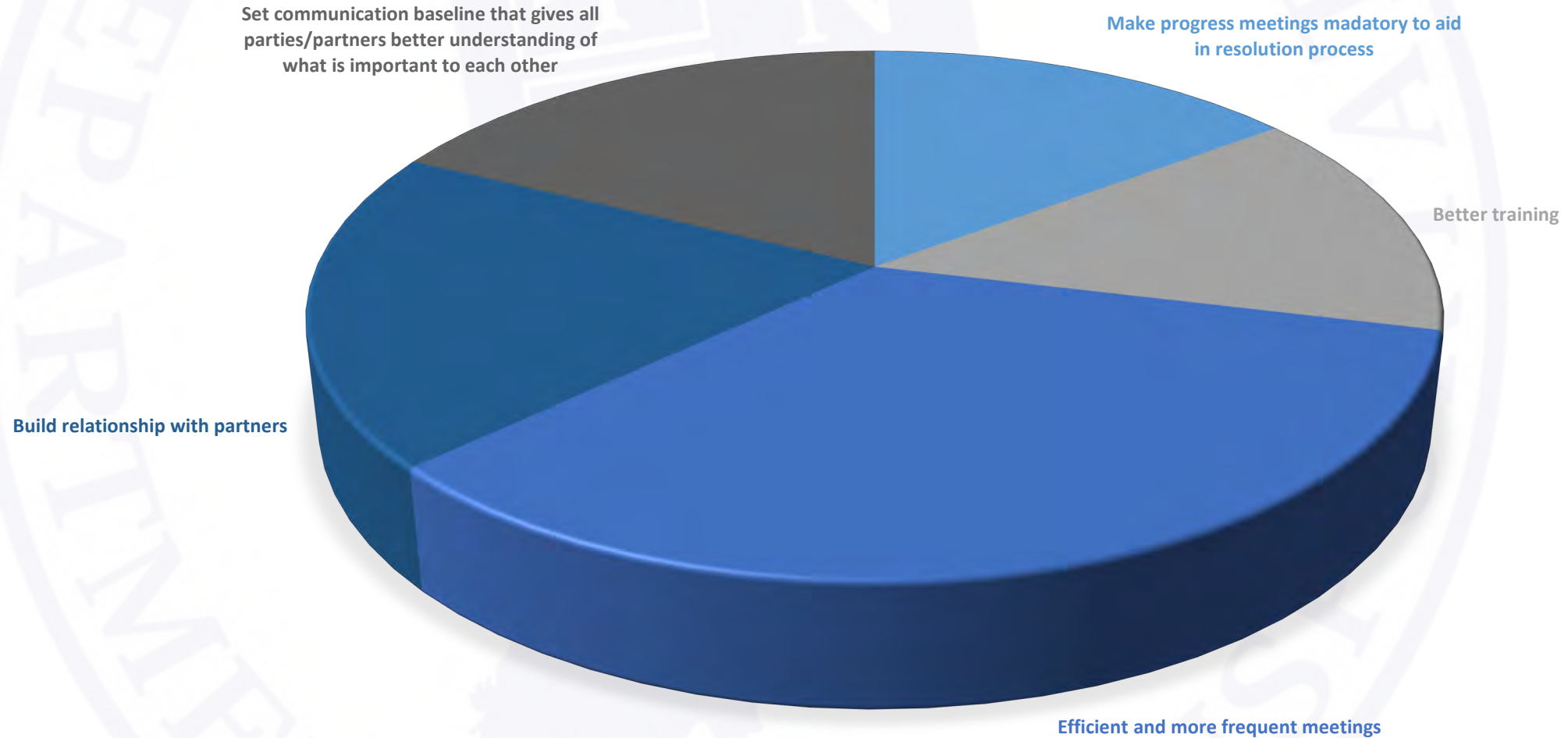
Constructability/Feedback

- Five Most Suggested Improvements



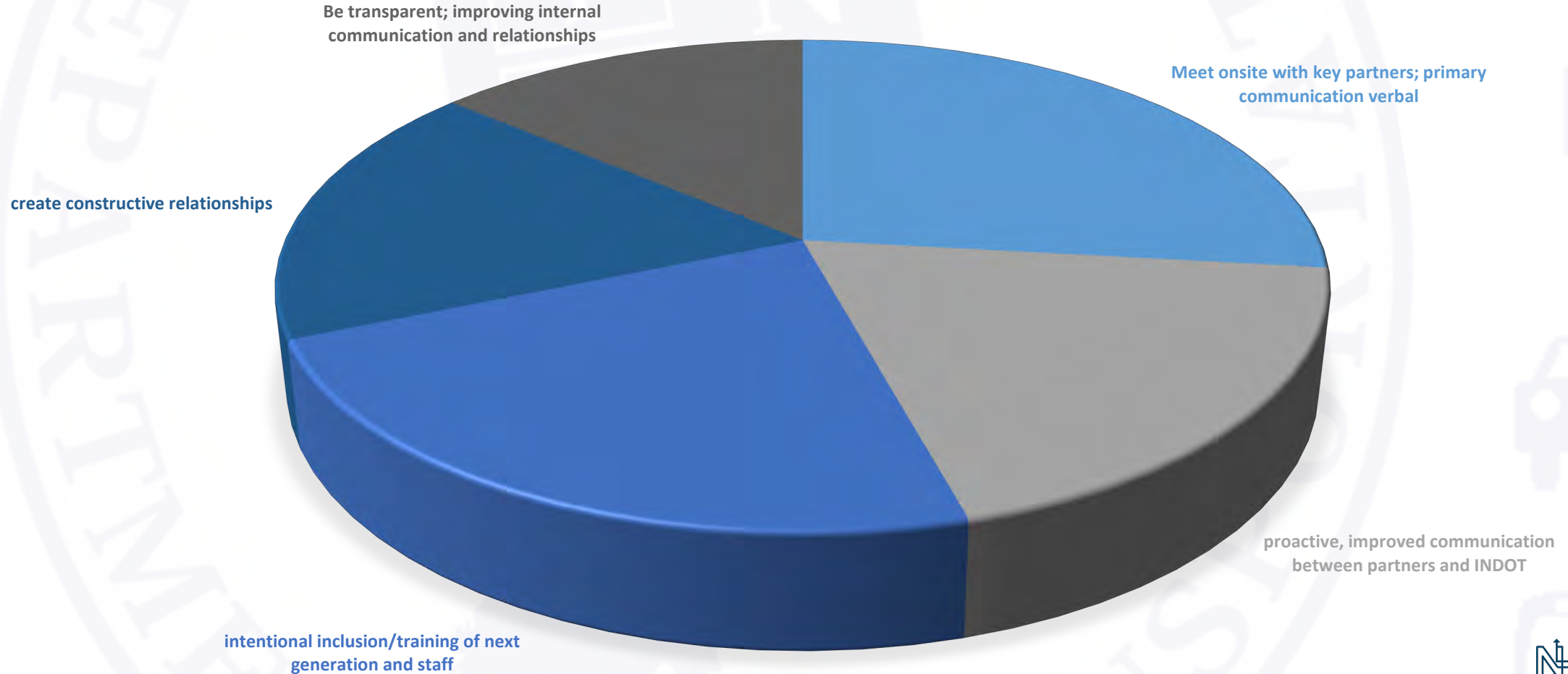
Partnering

- Five Most Suggested Improvements



Behavior

- Five Most Suggested Improvements



Closing

- We're all on the same team
 - At the end of the day, we all have the same goals and want our projects to be successful





We, the members of the American Council of Engineering Companies of Indiana, Indiana Constructors Inc. and the Indiana Department of Transportation, through cooperation and collaboration, open and honest communication and trust, promise to strive for the safest, highest quality and best maintained transportation network in the country on behalf of all Hoosiers. In doing so, we promise to approach each and every problem as a teammate of the Indiana Transportation Team to foster and maintain a spirit of cooperation to serve Hoosiers and the traveling public.

We will continue to earn trust in each other while maintaining our membership on the Indiana Transportation Team by adhering to the following principles:

- Remembering our compensation always comes from the taxpayer.
- Endeavoring to make the most appropriate decisions while considering safety, constructability and general public welfare first and foremost.
- Believing that each problem has three teammates working towards a solution.
- Striving to make decisions at the lowest levels possible.
- Respecting the chain of command and elevating all disputes together in a transparent manner.
- Keeping in mind that INDOT, the State of Indiana and all Hoosiers are our customers.
- Enjoying professional relationships and having fun.

