



Southwest Indiana Collaboration

Mark Your Calendars!

The Indiana Transportation Team of the Vincennes District met on February 6, 2020 at Vincennes University where we further explored the Stage 2 Constructability Process and the Pre-Construction Meeting Agenda. We discussed how these items might enhance communication, improve project quality, and increase collaboration throughout the life of a project. Since that time, we have been working in a new atmosphere – Covid-19 has impacted the way the transportation industry delivers projects, from inception thru construction.

We are pleased to invite you to attend the 2020 End of Season Collaboration on December 11, 2020. This will be a virtual event, which we have become accustomed to over the last several months; however, it will be a new experience for our ITT Collaboration. During this event we will hear about Trust; we will share statewide efforts. We will also have multiple workshops to discuss the Stage 2 Process, Pre-construction Conferences, 2020 Lessons Learned, Covid-19 Operational Impacts, Future ITT Topics, and General Progress. We look forward to continuing our collaboration, developing relationships, and building Trust

We hope you will join us!

Virtual via Microsoft Teams (Meeting Links Forthcoming)

Meeting 9:00 am – 12:00 am Eastern Time





Southwest Indiana Collaboration
December 11, 2020
9:00am – 12:00pm Eastern
Virtual Format via Microsoft Teams

9:00 am – 9:10 am -----Opening

9:10 am – 9:40 am -----Thoughts on Trust

9:40 am – 10:00 am-----Statewide Perspective

10:00 am – 10:40 am-----Breakout Station

Ice Breaker

Stage 2 Process Survey/Pre-Construction Updates

2020 Season Lessons Learned/Covid-19 Impacts

Future ITT Topics/General Progress of the ITT Program

10:40 am – 11:10 am-----Breakout Station (Facilitator Rotation)

11:10 am – 11:40 am-----Breakout Station (Facilitator Rotation)

11:40 am – 12:00 pm-----Closing



OPENING

- Welcome message from Rusty
- Trust – Doug Burgess and Don Adamson
 - Organizational trust from results-based confidence
 - Energy and excitement from results is contagious
 - Relationships formed outside of controversy creates the foundation on how we can solve problems
 - It's a leadership style of leading by example... follow me, I'm right behind you
 - Graceful candor – best example of this is the success of ITT – we are communicating more, expressing our concerns, dealing with things that need to be addressed and doing so in an environment that is open to graceful candor
 - How do we extend this beyond the people that have been participating in the ITT program?
 - Use the I need your help approach “phone a friend”
 - Share personal reflections of successes
 - Listen
 - Change us first then others will begin to follow suit
 - Institute change and consider it a work in progress – evolutionary process improvements
 - Produce results – without it you have no credibility and without credibility trust cannot be the fiber
 - Create space so you can step back from an issue and figure out solution – de-escalate the situation
 - The person across the table from you has good intentions as well
 - Results + Credibility = Trust which feeds anticipation
- Roland Fegan and Travis Underhill >> Statewide Initiatives for 2021 – “Quit admiring the problem and make a decision!”
 - Target areas for each district and central office committee – feel free to take on any of the initiatives identified, or others that have or will come out
 - VDO: Refine the Stage 2 review process and Pre-Construction Conference processes
 - SDO: Medium and small project partnering – what does right-size partnering look like?
 - FDO: Enhanced cross-training
 - LDO: Holistic review of INDOT Performance Review process – What about scoring INDOT?
 - GDO: Define/formalize the feedback loop process – from designers in progress meetings to Pre-Final to Final Construction Conference and repeat – reducing the propensity for repeating past mistakes
 - CDO: Formalizing decision rights – keeping the thousand dollar decision from ascending to executive level
 - Central Committee: bring Indiana/INDOT back more robustly in the FHWA STICK committee – contractors, consultants, local units of government, and INDOT forum to share successes, innovations, challenges, etc.
- AE Andy Pinkstaff shared a success story from the US 41 White River Bridge Project. Farm Crossings during construction were increased from 2 to 3 weekly. One hundred moves were safely conducted for the season. Communication and cooperation by all parties made this change happen quickly and successfully.

BREAKOUT SESSIONS

Session 1 >> Future ITT Topics/General Progress of the ITT Program

- Shared examples of positive takeaways from bringing consultants into the feedback loop – noted that we are seeing it happen more often but that is not yet commonplace – It was noted that there is a desire from the consultants, the contractors are supportive of their participation, and when it is happening there is good open-minded participation and a level of trust that may have previously been absent – this is probably due to it previously occurring when there major design issues/problems which is a difficult way to start a constructive conversation
- There is some sense that COVID has brought a higher level of “understanding and compassion” to the day to day challenges that occur during project construction – further, it was noted that there is a general de-escalating tone on projects where the contractors and consultants had been actively engaged in the ITT process – hoping this is trickling down to the rest of the team
- There is general agreement that efforts to improving the small “p” partnering is a good thing and is working – continue to concentrate on looking for ways to do this even better
- As INDOT transitions fully to Intelligent FCR there is a desire to receive ideas and feedback on how to help this process happen as seamlessly as possible
- Another topic to take on more fully in the future is Unique Special Provisions – excited to know there is an ongoing effort to create a clearinghouse for USPs and a portal to access them so there is more consistency in wording and implementation
- Consultants and contractors both agree there could be real benefit in having more consistent looking plans (P&P sheets) – a boilerplate template and guidelines from INDOT highway could help this along with the previous discussion on USPs – INDOT bridge group has a solid template that helps consistency with bridge plans
- The bundling process continues to improve with more careful consideration on which items make sense to bundle (and not) – INDOT’s push to holding the lead designer responsible for ensuring the consistency in plans when there are multiple designers is definitely helping matters – consultants urge INDOT to be mindful of additional time in proposed fees for this additional effort
- We need to continue to find the sweet spot timeframe for constructability reviews and contractor input in the Stage 2 process – there is consensus it falls somewhere between stage 2 and stage 3, just not sure where – could this input potentially identify when a permit may not be necessary thus saving upfront costs associate with the permitting process – the challenge on this falls on the timing – Stage 2 triggers the environmental process and accounts for necessary review and approvals – major changes after this would affect schedule on the environmental process and “getting it wrong” on the permit front would be a big problem – there is still room for improvement but perhaps enhancing the feedback loop by engaging consultants in the construction process will allow them to hear and see what is discussed during progress meetings so they can apply this on their next design

Session 2 >> 2020 Season Lessons Learned / COVID-19 Impacts

Group A

- We haven't missed a beat; even with restrictions; continued to push things forward and got the program done this year
- Steal good ideas from others
- Setup a collaboration hour virtually where everyone gets together and just works while on-line together; allows you to overhear things and share information while building relationships; General Rules: log in; video on; mic on; just do your work; talk as needed; ask questions
- Virtual allows relationships to build
- Sharing screens is very helpful
- Intentional communication; making sure you follow up
- Hard to get to know people when just starting out in industry
- Thank INDOT for allowing people to work; show graciousness
- Communications have allowed a great year to happen
- Spend more time with new people; explaining more simple things to new folks; have patience
- Priceless to be able to put a face to a name
- Give people 100% of attention – even on virtual; **especially** on virtual
- Screen sharing key to new employees; training sessions; inviting them in to as many meetings as possible; stay in touch with staff – even if no specific reason
- Don't push back on new people asking questions; be open with your time
- Bluebeam and Whiteboard are good online programs

Group B

- Every meeting is virtual now; allows a lot of face to face
- Virtual meetings have been the biggest benefit; productive; avoid travel time
- Virtual has helped focus meetings and get rid of unnecessary meetings
- Virtual provided more interaction online and more participation
- Two sides to coin – more productive but miss side interactions
- Harder to develop personal relationships
- Travel restrictions really helped from a work zone safety standpoint

Group C

- Positives include increased communication and the efficiencies of virtual meetings; reduced travel; 30-min meetings can be thrown on to a call right away with all parties and not have to wait weeks to arrange a time everyone is available
- Response times are faster
- Great resolve that our construction folks have; amazing that we were able to get program done; just went to work!
- People became more gracious; tolerant of each other; supportive of how people react to others; be nice!

Session 3 >> Pre-Construction Conference/Stage 2 Plan Process

Pre-Construction Conference

- Virtual format has been good. Many still prefer face-to-face
- Virtual format has been beneficial – allows participation by designers and others who might otherwise have challenges in attendance. Good for small and large projects
- Cameras are preferred for virtual format – visual is beneficial to communication
- Communicating/coordinating activities/submissions prior to pre-con can help prevent surprises
- There has been more involvement from utilities and maintenance staff
- A hybrid (Virtual/In-Person) format should be considered as we transition back to “normal” – we don’t want to lose benefit of virtual participation
- More consistency format across the state would be nice
- Icebreakers would be nice at beginning of pre-con meetings/Good introductions are critical in a virtual setting
- Defined agenda is key to successful and efficient meeting
- Virtual option allows CO staff to participate more readily, and LPAs as well
- Design Presence has been beneficial in pre-cons and progress meetings
- Non-mandatory pre-bid meetings could be useful on medium to large projects (Example noted I-65 in Boone County)
- Some still feel there is redundancy in a few agenda items. Suggestions – Could EEO interviews be limited to once annually? Could more testing items be handled in advance of the pre-con?
- Getting all Sub-contractor contacts during pre-cons is beneficial in doing end of project evaluations
- Virtual format is beneficial, especially since documents (etc) can be posted to the chat. This also is very helpful in compilation for FCR documentation
- It is possible to have too many participants in a virtual pre-con, which can cause feedback challenges
- Having designers involved helps when working through what can/can’t be done (Note that sometimes designers may have differing opinions than contractors.)

Stage 2 Plan Review Process

- We didn’t get many responses on the Stage 2 Review Survey
- People are reviewing plans, just not making comments
- The website to Stage 2 plans is difficult to find (Rusty will send a link to all participants -- <https://entapps.indot.in.gov/lettings/Dashboard>)
- Finding the time to review the stage 2 plans is difficult when trying to compile & submit bids on advertised projects, and it can be costly
- We might get better comments at stage 3, but that also presents a challenge if changes are suggested – potentially in both time and schedule
- We have received emails indicating a question was posted, but the email doesn’t contain the question
- All projects on the site have a document icon, even if there are no associated documents – if a project has no associated documents, it shouldn’t have an icon
- Is it possible that INDOT uses an on-call contractor for stage 2 plan review?
- It is good that we are trending to always having a stage 2 plan submittal – it is useful
- Is there value in having experienced staff mentoring less experienced staff, say weekly, to improve submittals?



Southwest ITT -- End of Season Collaboration Notes
12/11/2020

CLOSING

- Thank you for your participation & partnership!
- We had to scrap our "ITT Night with the Otters" due to the pandemic. We are still planning to hold an in-person social event when it is feasible.
- Happy Holidays!