

A designated team created to assist public agencies in the management of medium sized public construction projects.

Background

In many public construction projects, the organizational structure hinders fast-paced or broad-scoped efforts, causing delays as issues pass through multiple departments for review and approval. These delays incur costs, impact project progress, and cause frustration among stakeholders.

Project Goals

- Improve coordination and communication on public projects in Baltimore City
- Create designated team to manage high priority items and address common issues

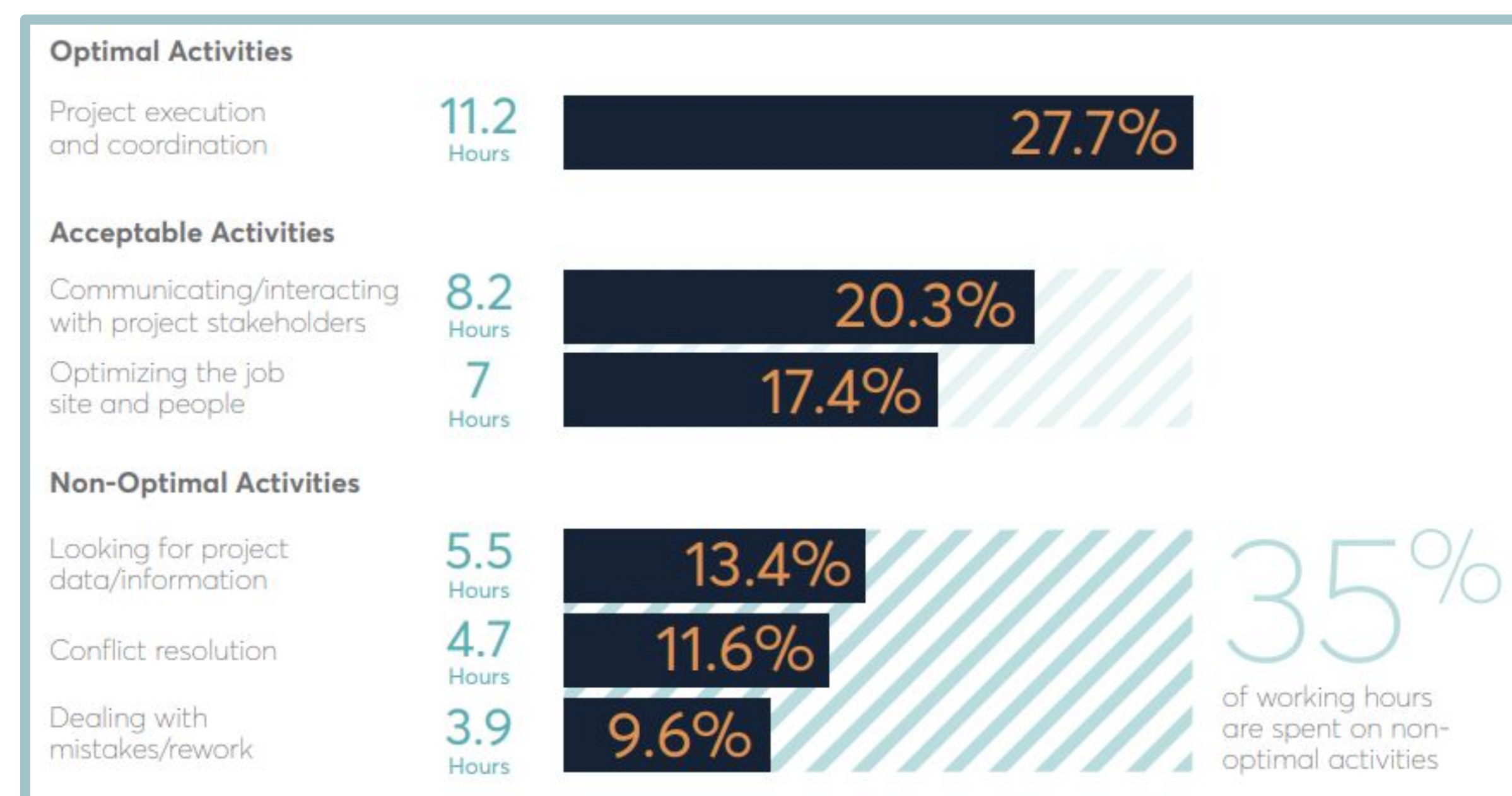
Design Approach

- Conducted interviews with a variety of professionals in the construction industry including, Baltimore City employees, private contractors, and consultants
- Research costs associated with delays from common issues
- The team would be designed around projects with a 50 million dollar budget

Issues

- Submittals, RFI reviews, other documents sitting on desks, unaddressed
- Lack of consistent meetings, information exchange, prompt coordination
- Unrealistic, poorly drafted schedules
- \$65 billion was spent to address rework issues throughout the construction industry with poor/lost data and miscommunication being the main drivers

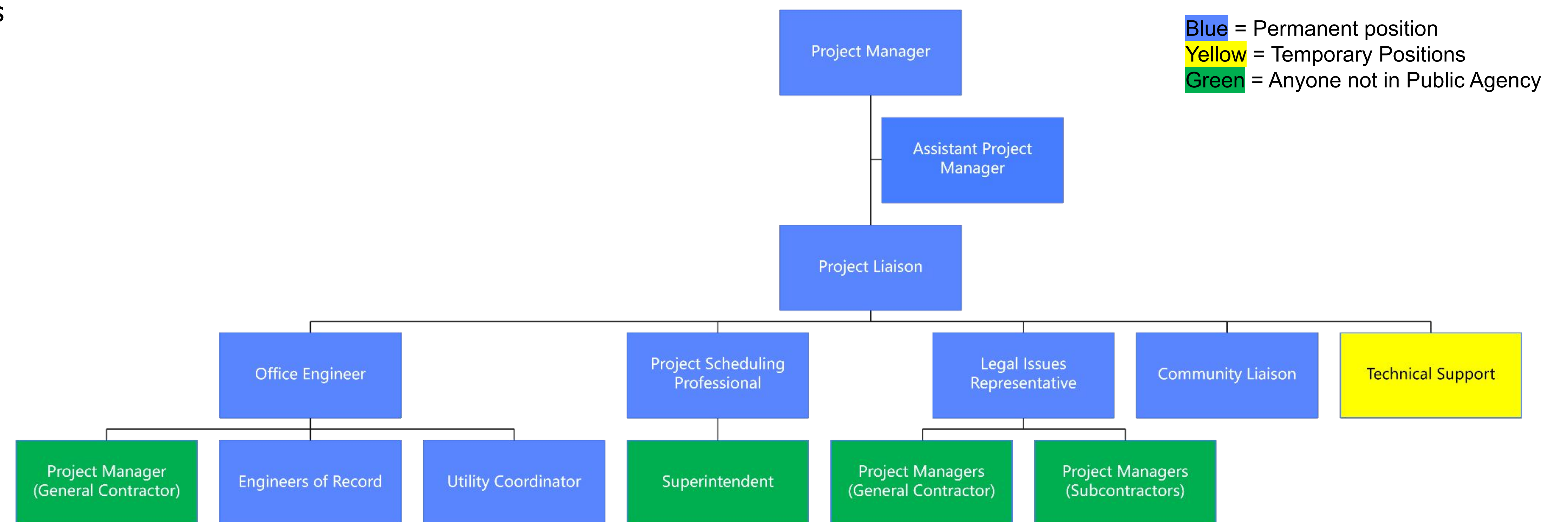
Project Workflow Distribution



Key Takeaways

- Unforeseen challenges on projects commonly arise, requiring resolutions to be addressed efficiently
- Turnover rate; inexperience, lack of expertise - areas out of control but to be treated with contingency
- Ensure on-time project completion as priority to owner, maintaining relatively within budget

Organizational Chart



Recommendations

- Specific roles and responsibilities for what may seem to be a small task will go a long way
- Adding experienced project managers will make decision making easier and reduce the time that it takes to resolve issues
- Strict meeting schedules will hold everyone accountable throughout the project and ensure communication is clear/strong between all parties involved
- Splitting up tasks and designating responsibilities to multiple people/groups will greatly improve coordination

Results

- Based on previous Baltimore City projects our overhead would run around 3.75 million dollars
 - A 2-3 year project would result in \$3,424 - \$5,136 of costs per day
 - Based on past city projects delays this could save ~\$462,240
 - Optimizing non-optimal activities can save upwards of 45.5 - 68.25 days