NORTH CAROLINA
Department of Transportation

# How does VMO bring extraordinary value to your everyday needs?

Alyson Tamer, PE, CPM

April 7, 2022

# Commonly Used Acronyms

VMO- Value Management Office

CLEAR- Communicate Lessons, Exchange Advice, Record

PCA- Post Construction Assessment

VEP- Value Engineering Proposal

CR- Constructability Review

RAW- Risk Assessment Worksheet

VE- Value Engineering

# Five Main VMO Programs

CLEAR Program

Value Engineering Proposal Program

Risk Assessment Program

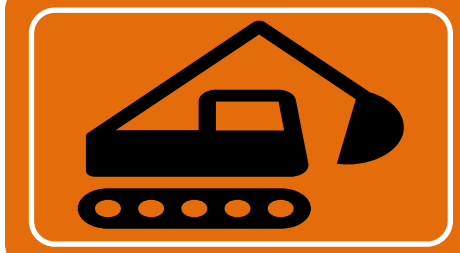
Constructability Review Program

Value Engineering Program

# What is Value Engineering?

VE is an organized application of *common sense and technical knowledge* directed at **finding and developing alternative ideas** that can optimize the cost and performance of a project (add value to a project).

# VE Studies Required on Design-Bid-Build projects & CMGC if:



TOTAL project costs* >$50M
-on or intersecting with the NHS
-Projects without structure(s)

TOTAL project costs* > $40M
-on or intersecting with the NHS
-Project **with** Structure(s)

Major Projects
-Anywhere (on or off the NHS)
-TOTAL project costs* > $500M

*Total Project Costs includes construction, ROW, Utility also if 2 Projects are Let together

# VE Study Participant Responsibilities

Attend the VE Study and work through required steps of the Study, mainly identifying and developing ideas.

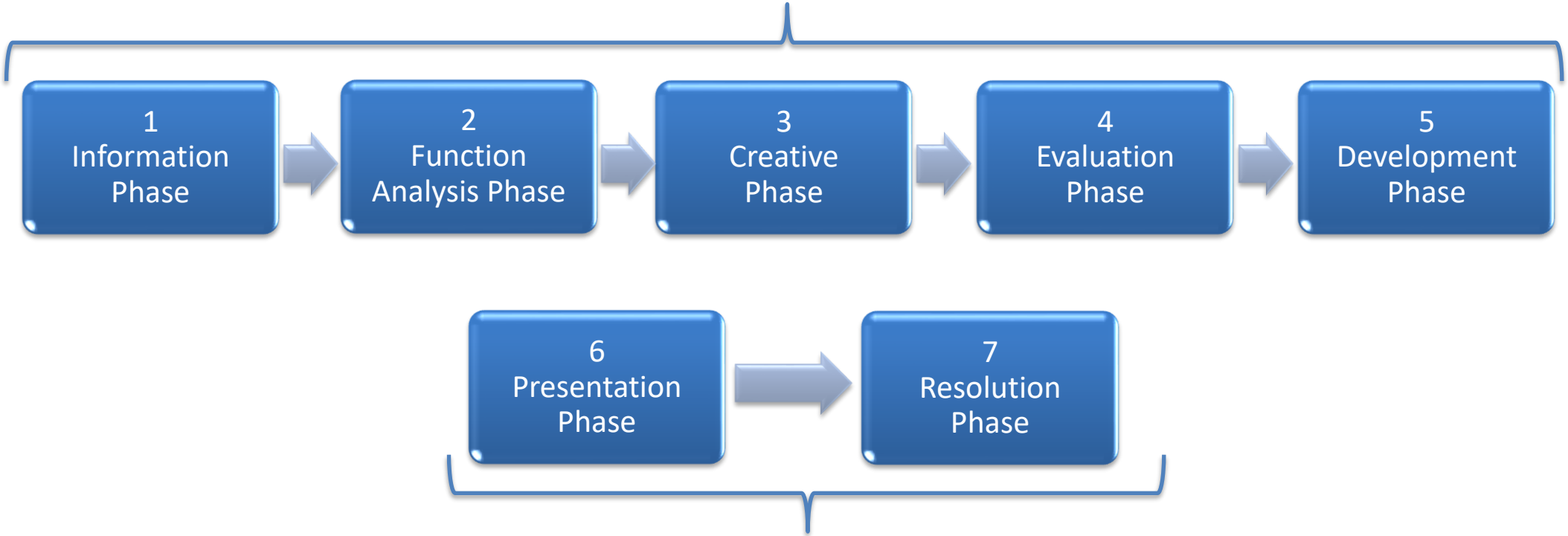
Work collaboratively

Stay open minded

Consult with the team facilitator on any roadblocks encountered

# Value Engineering Study Phases

The First 5 Phases are applied during the VE Study




The last 2 phases are at later dates.

# Constructability Review Program

## Benefits

- Work out potential field issues while the project is still being designed
- Provide collaboration between design and construction
- Provide contractor input on design issues (coordinate with contractors)
- Identify potential cost savings and mitigation strategies to help reduce risk

# Risk Assessment Program

## Risks are **uncertainties** that can impact a project

Impacts can be…

Opportunities

Threats

Risk management is a **proactive process** designed to minimize potential obstacles and maximize the ability to capitalize on opportunities.

# Risk Assessment Program

1. Risk Assessment Worksheet (RAW)
   - Identify maintenance related risks during design
   - Use it to identify risks in your work
2. Risk Register (CLEAR Database)

Risk Assessment Program Website

# What does CLEAR stand for?

**C**ommunicate

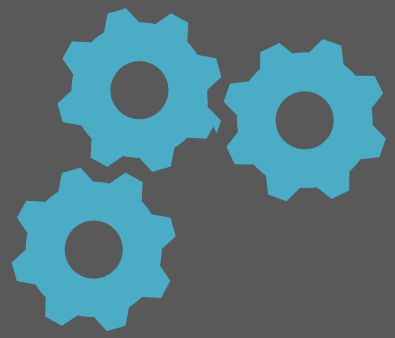
**L**essons,

**E**xchange

**A**dvice,

**R**ecord

# CLEAR is…



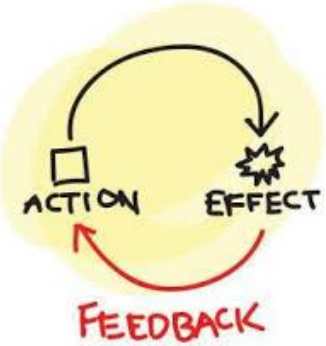
***Employee Driven***

Knowledge Management Program

Knowledge ***gathering*** and knowledge ***sharing***

CLEAR is a tool for NCDOT

# What CLEAR does?



- Feedback loops created between regions and units.
- Innovations shared and vetted.
- Institutional knowledge stored.
- Ideas on any topic related to NCDOT.
- Approved submissions searched and shared.
- Enhanced communication and knowledge share.

# Who can submit?

NCDOT Employees with emails can share Lessons Learned In the CLEAR Portal

## Welcome To CLEAR

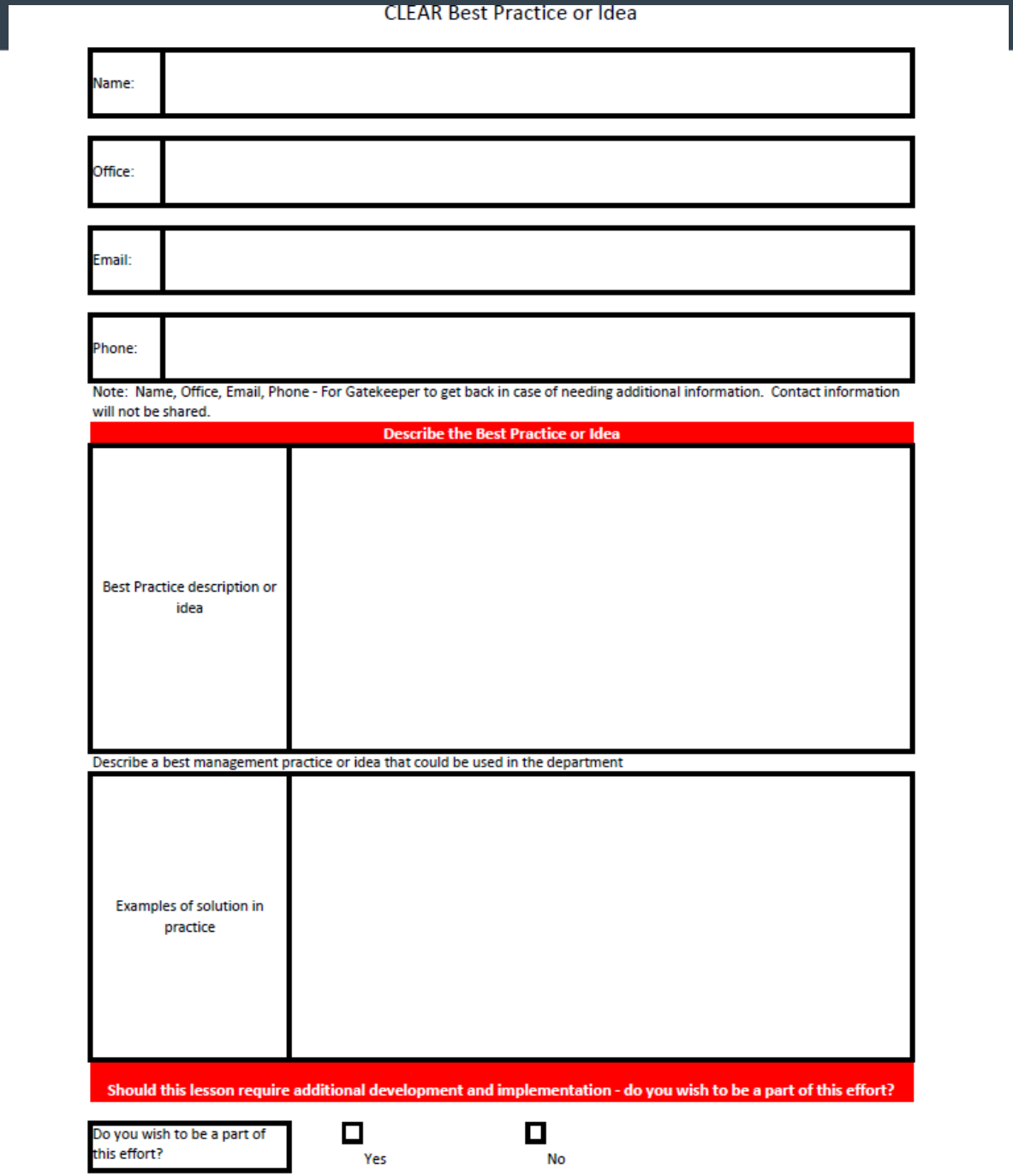
This is the online submission portal for the CLEAR Program, the Department's Internal Knowledge Management Program. This portal is open to all NCDOT employees with an NCDOT email. If this is your first time here or would like a refresher on how the portal and overall program works, please visit the CLEAR Program Connect Page for overview videos and additional background material: CLEAR Program (ncdot.gov). We aim to have all submission vetted within 30 days. Please contact the CLEAR team at CLEAR@NCDOT.GOV with any questions. *The practices and ideas shared here represent accepted submissions from NCDOT employees, and do not in any case supersede official procedures, best practices or otherwise approved guidance.*

Search Accepted Lessons Learned and Best Practices Here:

Search

| Share Lessons Learned | Share Best Practice/Idea | Request Assistance with an Obstacle |
|---|---|---|
| Do you have a Lesson Learned to share? Have you met an obstacle and solved the issue? | Do you have a best practice to share with the Department? Do you have an idea of something that could be used in the Department? | This review will be completed within 2 weeks. Do you have an issue, problem, or obstacle that you need assistance in solving? |
| Share Lessons Learned | Share Best Practice/Idea | Request Assistance with an Obstacle |

# What about those without emails?



CLEAR Best Practice or Idea

| | |
|---|---|
| Name: | |
| Office: | |
| Email: | |
| Phone: | |

Note: Name, Office, Email, Phone - For Gatekeeper to get back in case of needing additional information. Contact information will not be shared.

**Describe the Best Practice or Idea**

| | |
|---|---|
| Best Practice description or idea | |

Describe a best management practice or idea that could be used in the department

| | |
|---|---|
| Examples of solution in practice | |

**Should this lesson require additional development and implementation - do you wish to be a part of this effort?**

| | | |
|---|---|---|
| Do you wish to be a part of this effort? | ☐ Yes | ☐ No |

# What happens to a submission?

- LL or BP Submitted
- VMO Reviews
- Experts provide expertise and guidance
- Accepted submissions can be searched

CLEAR

- Accepted Lessons Learned
- Accepted Best Practices
- Knowledge Transfer Best Practices
- Gatekeepers and Experts
- Search Lessons Learned & Best Practices

## Communicate Lessons, Exchange Advice, Record

Learn about our winners of the 2021 CLEAR Innovation Challenge and more by watching this short video: https://youtu.be/CAxT4gDu7yk

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### Questions about CLEAR?

CLEAR@ncdot.gov

### CLEAR SOPs

- Steps to submit lessons in CLEAR Database
  2021-09-27 16:04:01
- Steps to submit solution needed in CLEAR Database
  2020-03-23 09:32:19
- Steps to submit best practice or idea in CLEAR Database
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- Definitions.pdf
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  2020-04-29 09:15:08
- FAQs
  2021-01-22 16:37:06
- CLEAR Basics
  2020-08-05 12:31:55
- Applications of Knowledge Sharing Tools v1.pdf
  2021-02-25 13:20:02
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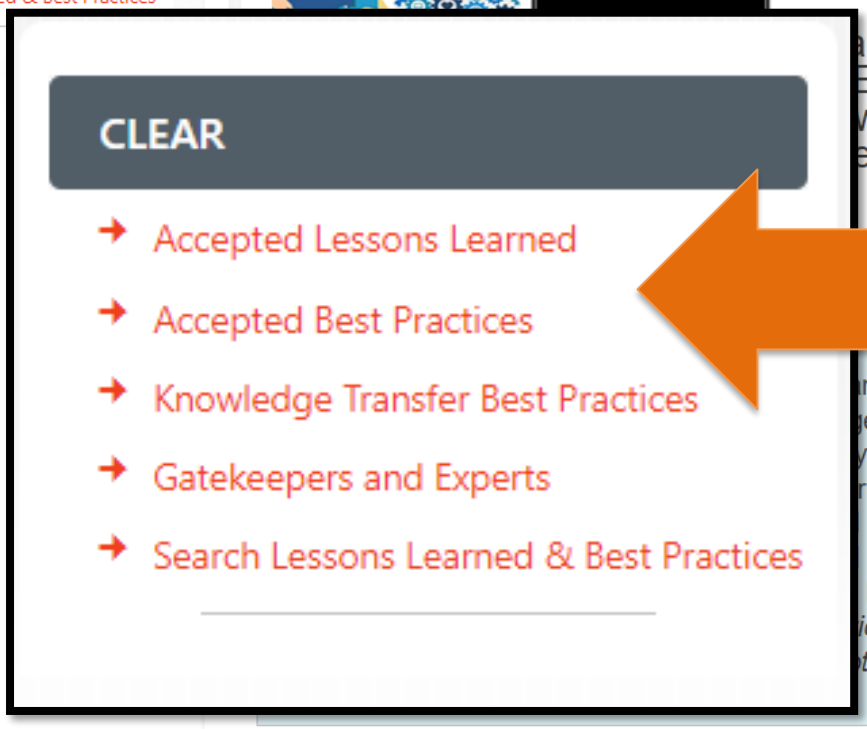
## Communicate Lessons, Exchange Advice, Record

Connect NCDOT > CLEAR

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# CLEAR ▸ Accepted Lessons Learned

Connect NCDOT ▶ CLEAR

CLEAR

- Accepted Lessons Learned
- Accepted Best Practices
- Knowledge Transfer Best Practices
- Gatekeepers and Experts
- Search Lessons Learned & Best Practices
- Accepted Lessons Learned
  - Division
  - Region
  - County
  - Cost Impact
  - Schedule Impact
  - Project Type
  - Project Phase

**Key Filters**

Apply Clear

Division

Region

new item

Accepted Construction All Items ... Find an item

| Title | ID | Describe the issue, problem, or obstacle you encountered | Applicable Disciplines | Rating (0-5) |
|---|---|---|---|---|
| Lessons Learned | 6 | Motorists taking the US 52 SB exit ramp onto SR 1815 had limited sight distance at the top of the ramp due to new guardrail location tied to bridge. Issue was discovered after final acceptance. Maintence used on call guardrail contractor to reinstall and charged to the project. | Roadway Design; Transportation Mobility & Safety | ☆☆☆☆☆ \| 0 |
| Lessons Learned | 7 | Firm went out and counted traffic for a traffic analysis. We got the data from third party recommentation and presented the data to the stakeholders at a time that impacted the schedule. We should have come up with the analysis 12 months ago and understand clearly what the stakeholder wanted from the project because the traffic analysis did not meet the needs of the stakeholders. Cause a schedule impact - 12 months of delay due to lack of coordination | Project Management; Local Projects | ☆☆☆☆☆ \| 0 |
| Lessons Learned | 8 | Bridges with heavy skews, vertical curves, and/or horizontal curves can end up with reduced cover to the reinforcing steel in the deck due to screeding. | Construction; Structures Management | ☆☆☆☆☆ \| 0 |
| Lessons Learned | 9 | Traffic control plans required that Phase I of the widening to take place on one side of the roadway. This widening would block the existing drainage systems until Phase II work was completed and obliterated the old system. These locations are distributed throughout the project. | Hydraulics; Work Zone Traffic Control; Roadway Design | ☆☆☆☆☆ \| 0 |
| Lessons Learned | 10 | Large gaps - Seperation of foam from the other at the joints. Any joint above an inch and half is a large gap. The seperation occurs in as quickly as four weeks. In an absolute perfect situation, it can last up to a year. It is not cost effective to replace joints once a year or sooner. This causes a maintenance issue. Lane closure costs on both sides. Cones/arrows. | Structures Management; Construction | ☆☆☆☆☆ \| 0 |
| Lessons Learned | 11 | Contract surveying was left out of project tasks (grey area). Planning phase should have had contract surveying. On this project utilites were deep and drainage was deep; utilities were a nightmare on this project. Utilities were located but were not picked up, so many utilities out there and they were stacked. There were abandoned lines. | Utilities Projects; Project Management | ☆☆☆☆☆ \| 0 |
| Lessons Learned | 12 | The existing 15" drainage pipe was not in the location as noted on the plans. The new drainage structure could not be place until a redesign was done for the existing drainage pipe. Contractor had to wait for a redesign and overrun on pipe quantities | Project Management | ☆☆☆☆☆ \| 0 |
| Lessons Learned | 13 | No Traffic Control planning to address drainage design.<br>Lack of construction easement as well prevented contractor from having adequate space to work. Had to utilize steel plate covers and message boards to work in lanes. | Project Management | ☆☆☆☆☆ \| 0 |

ncdot.gov

CLEAR

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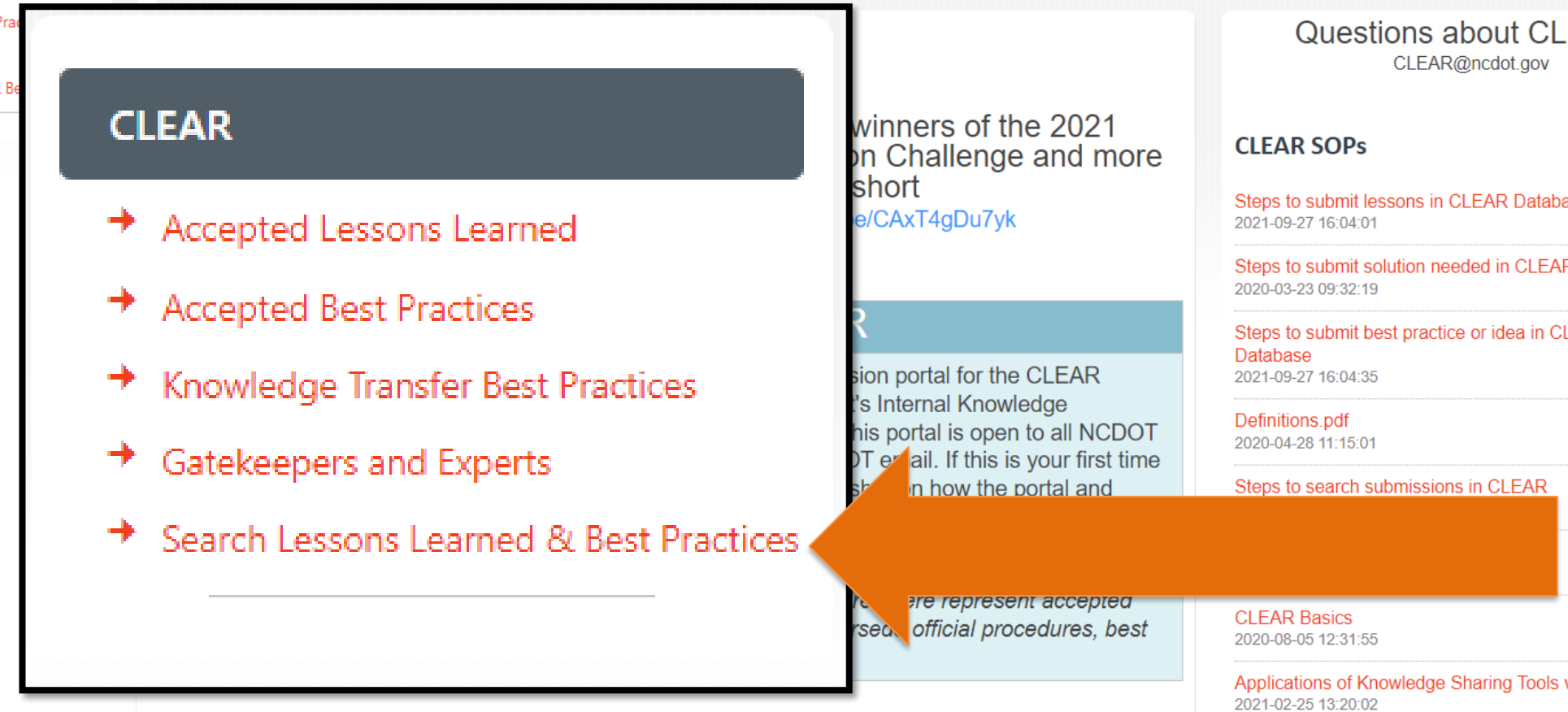

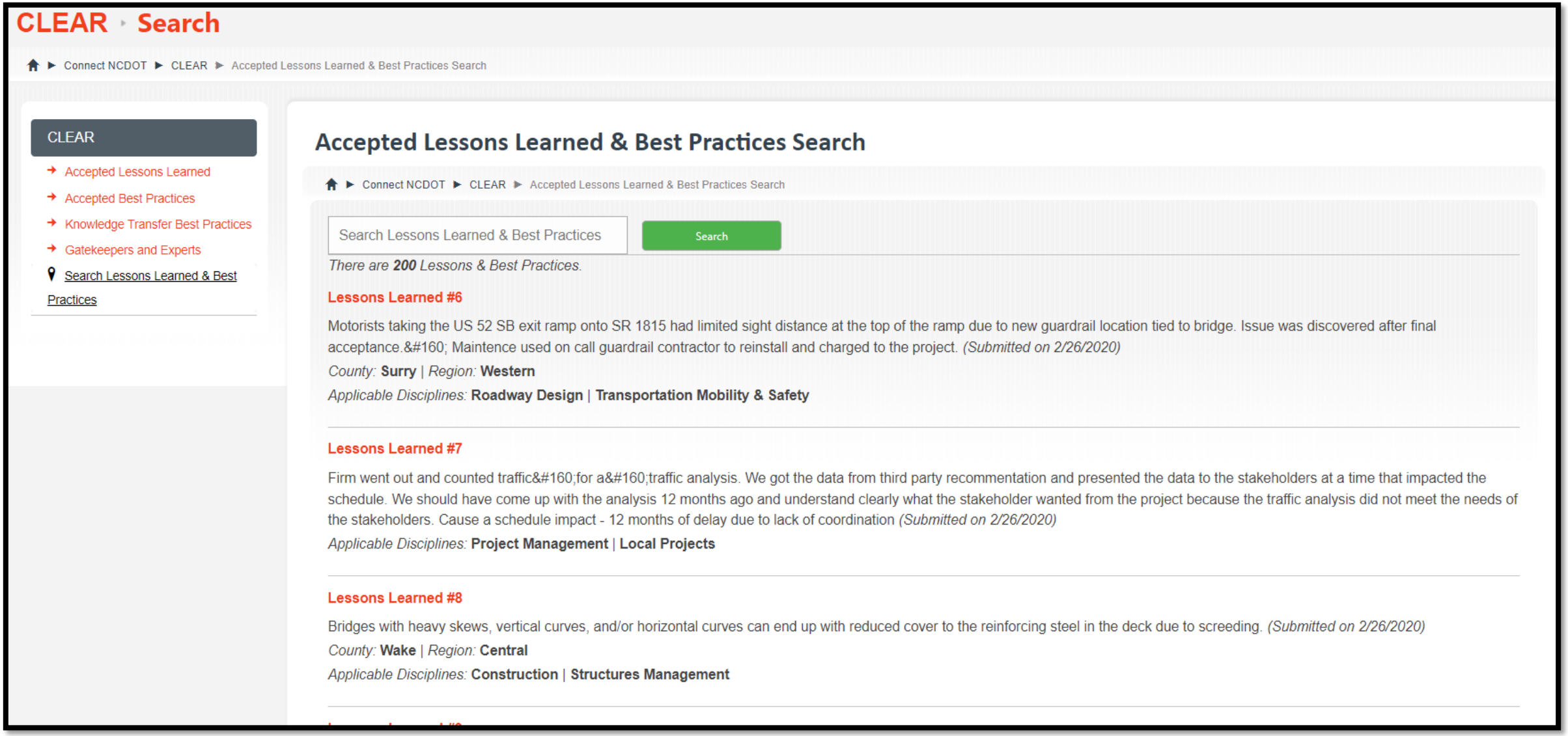

CLEAR · Search

Connect NCDOT ► CLEAR ► Accepted Lessons Learned & Best Practices Search

CLEAR

- Accepted Lessons Learned
- Accepted Best Practices
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- Search Lessons Learned & Best Practices

## Accepted Lessons Learned & Best Practices Search

Connect NCDOT ► CLEAR ► Accepted Lessons Learned & Best Practices Search

Search Lessons Learned & Best Practices | Search

*There are **200** Lessons & Best Practices.*

**Lessons Learned #6**

Motorists taking the US 52 SB exit ramp onto SR 1815 had limited sight distance at the top of the ramp due to new guardrail location tied to bridge. Issue was discovered after final acceptance.  Maintence used on call guardrail contractor to reinstall and charged to the project. *(Submitted on 2/26/2020)*

*County:* **Surry** | *Region:* **Western**

*Applicable Disciplines:* **Roadway Design** | **Transportation Mobility & Safety**

**Lessons Learned #7**

Firm went out and counted traffic for a traffic analysis. We got the data from third party recommentation and presented the data to the stakeholders at a time that impacted the schedule. We should have come up with the analysis 12 months ago and understand clearly what the stakeholder wanted from the project because the traffic analysis did not meet the needs of the stakeholders. Cause a schedule impact - 12 months of delay due to lack of coordination *(Submitted on 2/26/2020)*

*Applicable Disciplines:* **Project Management** | **Local Projects**

**Lessons Learned #8**

Bridges with heavy skews, vertical curves, and/or horizontal curves can end up with reduced cover to the reinforcing steel in the deck due to screeding. *(Submitted on 2/26/2020)*

*County:* **Wake** | *Region:* **Central**

*Applicable Disciplines:* **Construction** | **Structures Management**

# How is an idea implemented?

IDENTIFY

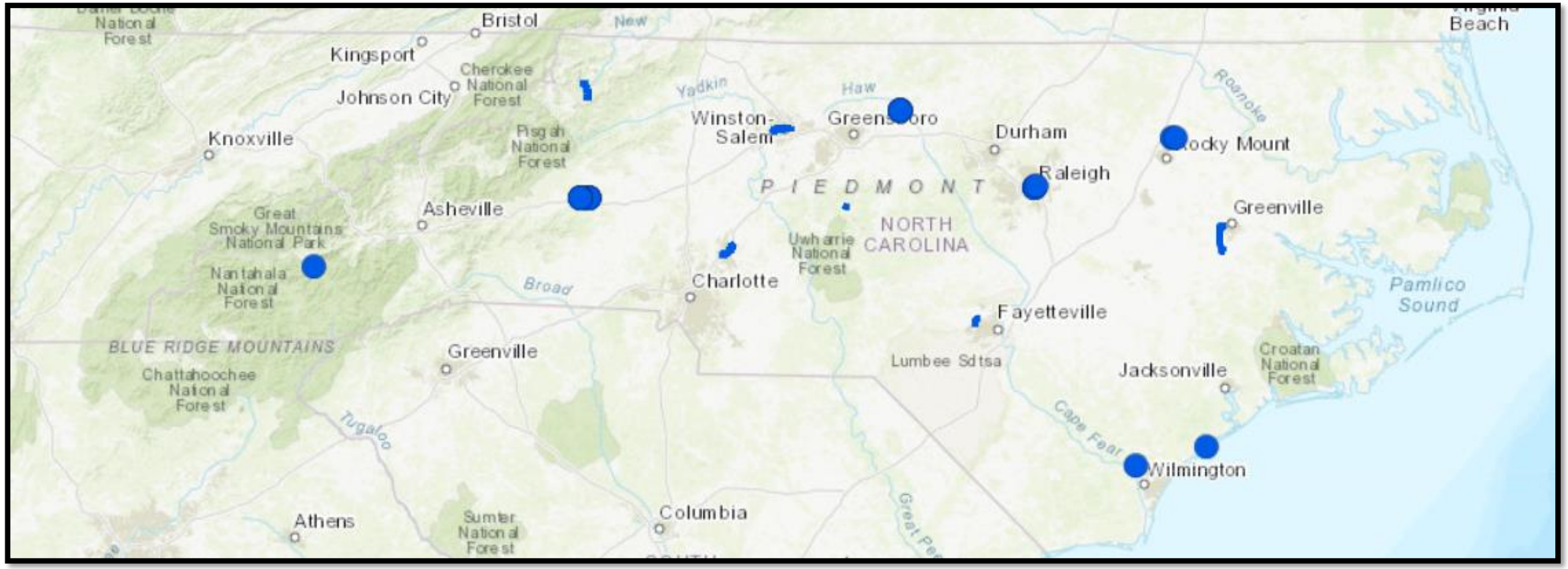
VET

EVALUATE

REVIEW

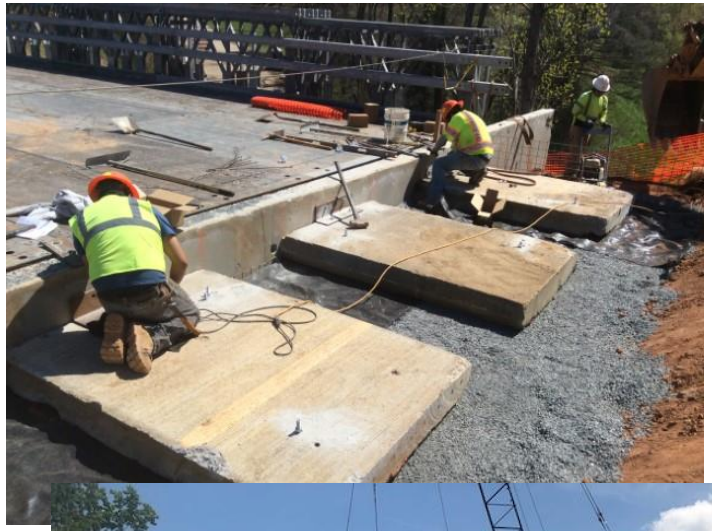
IMPLEMENT

# Post Construction Assessments



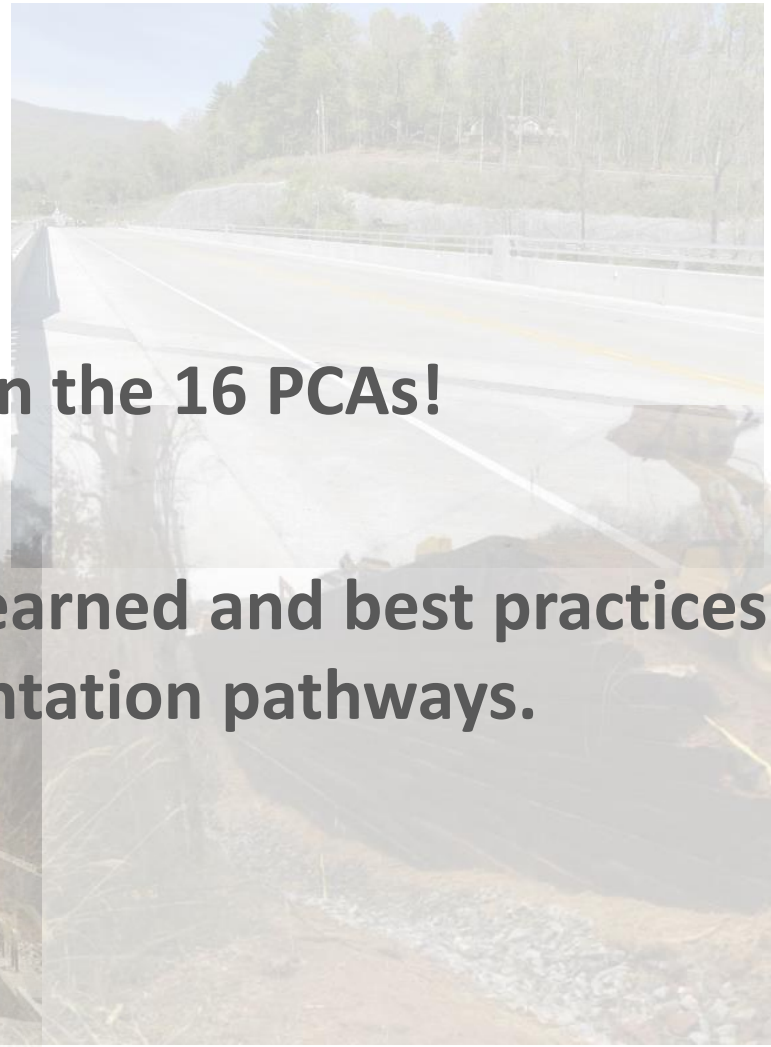

We had 16 PCAs last year spread across the state.

# What did we learn?



# What did we learn?

## A LOT!



330 unique individuals participated in the 16 PCAs!

We are processing almost 150 unique lessons learned and best practices through our CLEAR portal and implementation pathways.

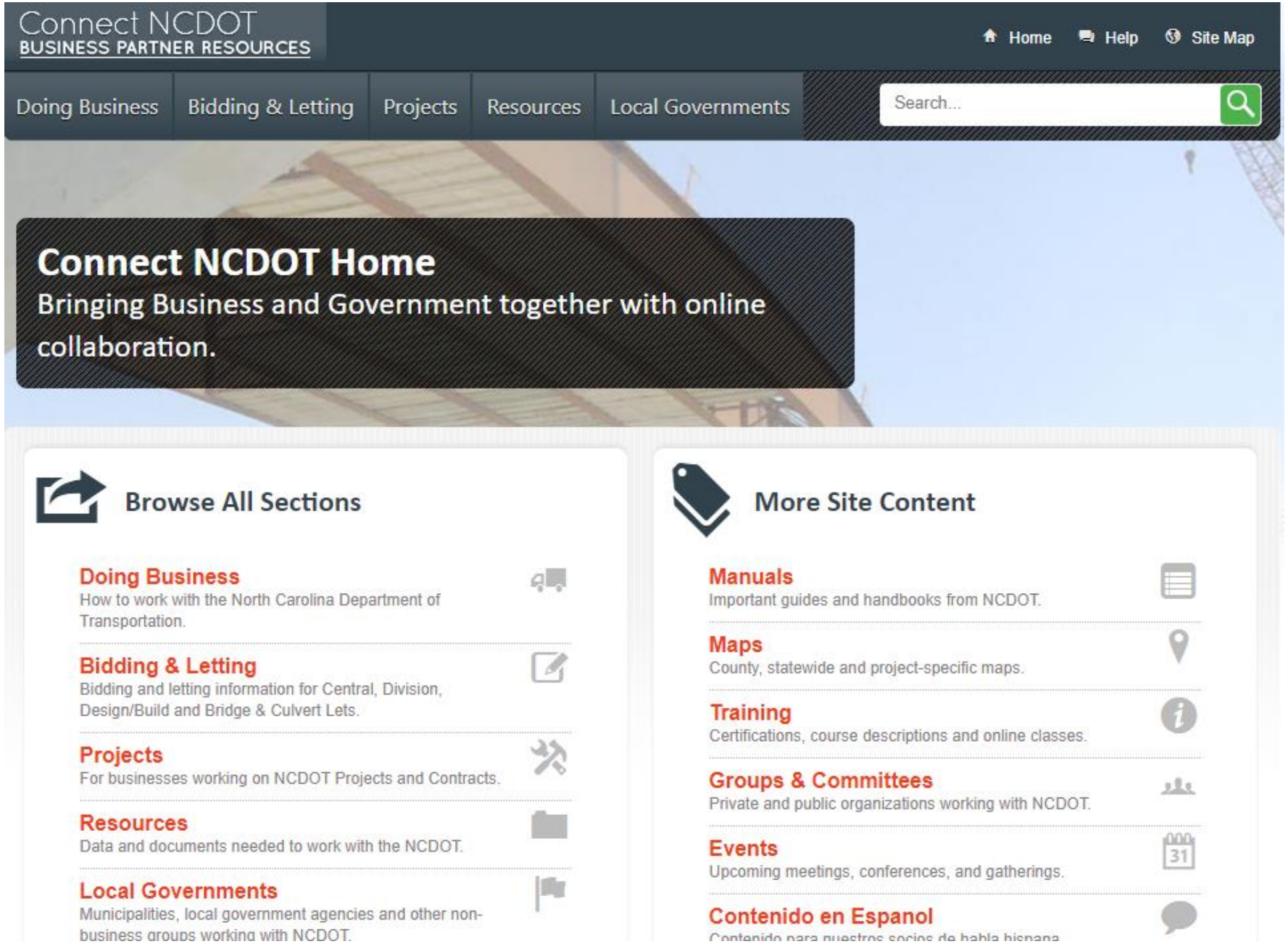
# Greenville Southwest Bypass

# Fayetteville Outer Loop

# Design with Maintenance in Mind

Lunch and Learn sharing Maintenance considerations

Volunteers needed!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Bidding & Letting
Projects
Resources
Local Governments
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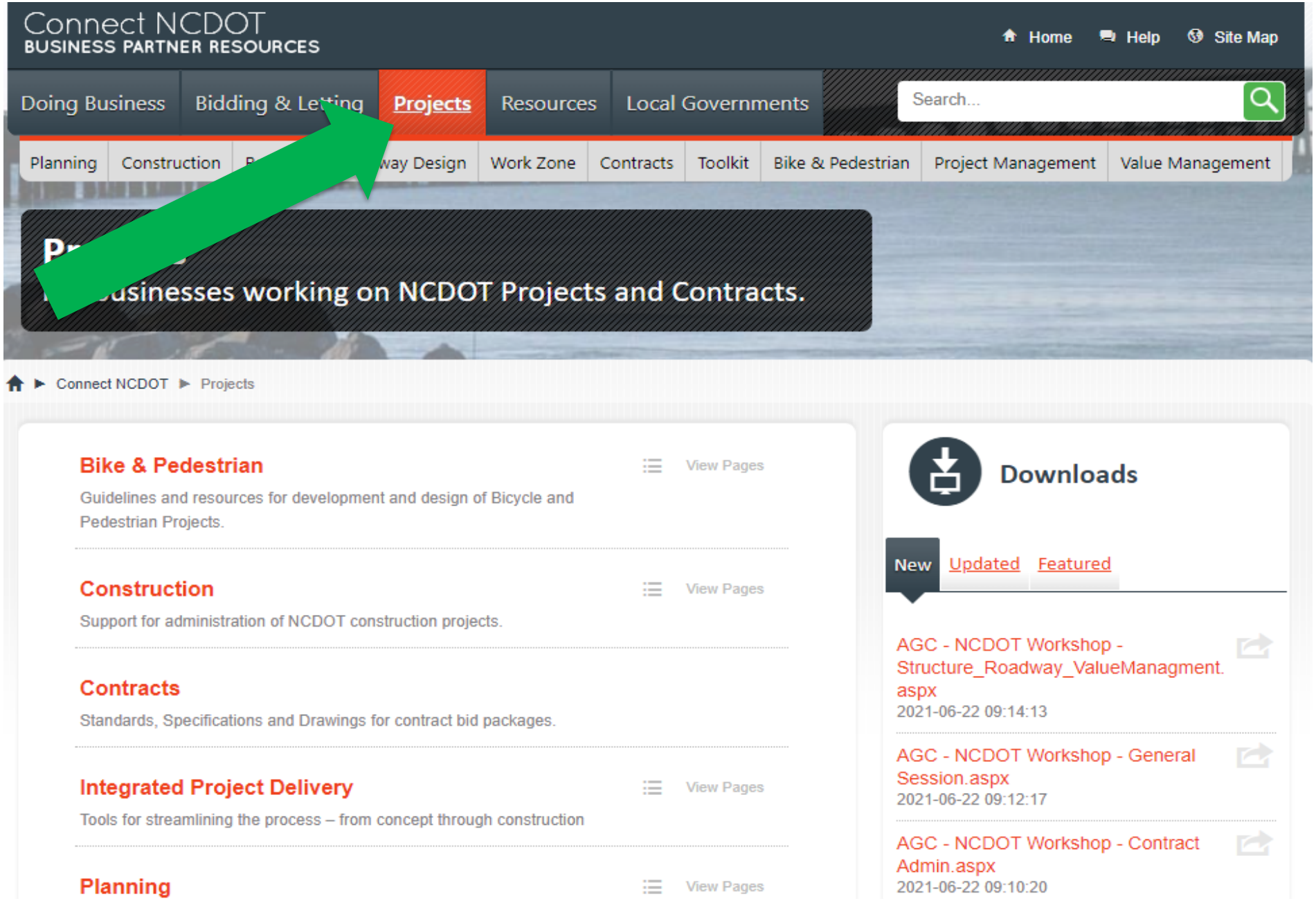
Bringing Business and Government together with online collaboration.
Browse All Sections
Doing Business
How to work with the North Carolina Department of Transportation.
Bidding & Letting
Bidding and letting information for Central, Division, Design/Build and Bridge & Culvert Lets.
Projects
For businesses working on NCDOT Projects and Contracts.
Resources
Data and documents needed to work with the NCDOT.
Local Governments
Municipalities, local government agencies and other non-business groups working with NCDOT.
More Site Content
Manuals
Important guides and handbooks from NCDOT.
Maps
County, statewide and project-specific maps.
Training
Certifications, course descriptions and online classes.
Groups & Committees
Private and public organizations working with NCDOT.
Events
Upcoming meetings, conferences, and gatherings.
Contenido en Espanol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Work Zone
Contracts
Toolkit
Bike & Pedestrian
Project Management
Value Management
businesses working on NCDOT Projects and Contracts.
Connect NCDOT
Projects
Bike & Pedestrian
View Pages
Guidelines and resources for development and design of Bicycle and Pedestrian Projects.
Construction
View Pages
Support for administration of NCDOT construction projects.
Contracts
Standards, Specifications and Drawings for contract bid packages.
Integrated Project Delivery
View Pages
Tools for streamlining the process – from concept through construction
Planning
View Pages
Downloads
New
Updated
Featured
AGC - NCDOT Workshop - Structure_Roadway_ValueManagment.aspx
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AGC - NCDOT Workshop - General Session.aspx
2021-06-22 09:12:17
AGC - NCDOT Workshop - Contract Admin.aspx
2021-06-22 09:10:20

Connect NCDOT
BUSINESS PARTNER RESOURCES

Home | Help | Site Map

Doing Business | Bidding & Letting | Projects | Resources | Local Governments

Search...

Planning | Construction | Research | Roadway Design | Work Zone | Contracts | Toolkit | Bike & Pedestrian | Project Management | Value Management

# Value Management Office

The Value Management Office (VMO) has five programs that are focused on enhancing project delivery at every phase of a project's life. The programs work to bring innovation to NCDOT projects and engage the Department to share ideas and knowledge.

Connect NCDOT ▶ Projects ▶ Value Management

## CLEAR Program

The CLEAR Program collects lessons learned, innovative ideas, and best management processes to be shared throughout the Department.

Read More →

## Constructability Review Program

The Constructability Review Program reviews projects during development identify, examine, and resolve constructability challenges through a partnership with the AGC.

Read More →

## VMO Links

- VA Worksheet
- CLEAR Submission
- VMO Programs Feedback Form
- NCID Page

## VMO Guidelines

- 2020 NCDOT VE Training
- VMO External Guidelines 11.0.pdf
- VA Worksheet

Find all the information for each of our programs and helpful links on each page on our website.

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## Project Knowledge Sharing

This site is for the sharing of Lessons Learned and Best Practices from industry partners. In addition to the Post Construction Assessments and CLEAR updates industry partners.

Read More →

## Risk Assessment Program

The Risk Assessment Program applies a risk assessment process to projects and programs to identify and mitigate potential risks.

Read More →

## Value Assessment

Each Project Team needs to conduct a Value Assessment to consider cost containment measures to reduce the Construction and long-term Maintenance costs for a project in Development.

Read More →

## Value Engineering Program

The Value Engineering Program applies FHWA's value analysis through Value Engineering studies prior to the project letting.

Read More →

## Value Engineering Proposals Program

The Value Engineering Proposal Program supports Contractor time and money saving ideas through review of proposals submitted by Contractors during construction based on the Specification.

Read More →

### VMO Links

- NCTIC Site
- VMO PDN QA QC Documents
- Constructability Review Research Survey
- CLEAR Submission
- VMO Programs Feedback Form
- NCID Page

### VMO Guidelines

- 2020 NCDOT VE Training
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- VA Worksheet .xlsx
- Fact Sheet
- Continuing Education Resources

**State Value Management Engineer - Alyson Tamer, PE, CPM**

valuemanagementunit@ncdot.gov

**Employee Directory**
Staff contacts for *Value Management*.

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# Project Knowledge Share

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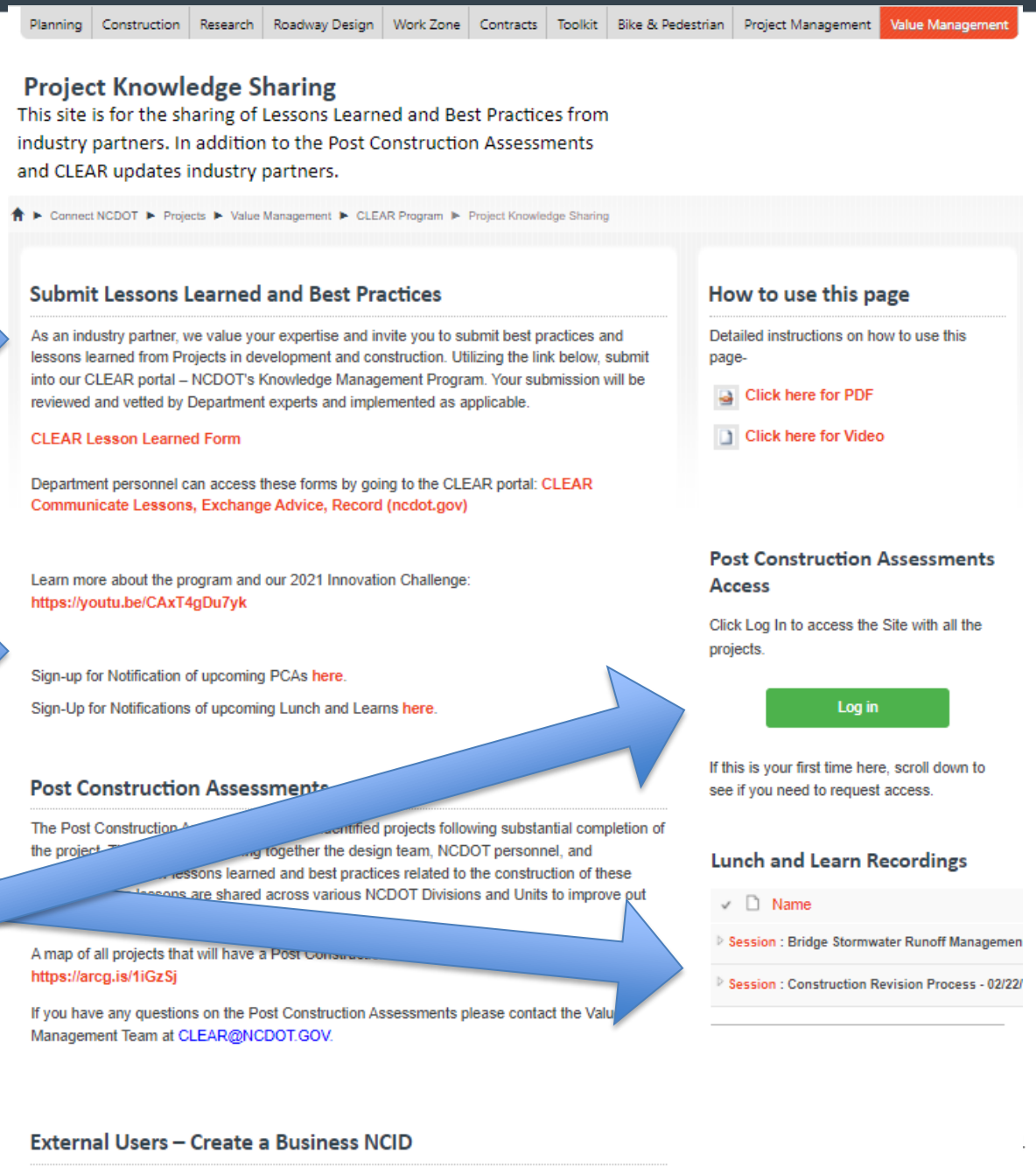
- Sign up for Lunch & Learns/PCA notification
- Watch Lunch and Learn recordings
- Find info on PCAs



# Post Construction Assessments › Post Construction Assessments




**Post Construction Assessments**

- Asheboro Bypass (C203617 - R-2536)
- Bridges 149 & 150 on I-40 at Exit 112 (C204072 - B-4448)
- Corridor K (A-0009C)
- Dillsboro Bridge (C204330 - B-5905)
- Fayetteville Outer Loop (C293398 - U-2519CB)
- Greenville Southwest Bypass (C203609 - R-2250)
- I-40 bridges over Berea Church Rd in Burke County (C203935 - B-4447)
- I-85 Widening (C203328 - I-3802A)
- I-85/US 321 interchange improvements (C203846 - I-5000)
- NC 59 over I-95 Bus/US 301 (C204076 - B-4491)
- NC 87 Bridges over Haw River and Mill Race (C203676 - B-5239)
- Old Battleboro Road Roundabout (DD00264 - P-5711CA)
- Peace St and Wade Ave over Capital Blvd (C203751 - B-5121/B-5317)
- Rowan Street Bridges over CSX (C203917 - B-4490)
- Slocum Gate Flyover (C203955 - R-5516)
- Surf City Bridge (C203789 - B-4929)
- US 19 (C203358 - R-2519B)
- US 221 (C203758 - R-2915 A/B)
- US 221 (C203801 - R-2915C)
- US 421 Br over Fishing Creek - Hurricane Washout of 421 (C204282 - N/A)


## Post Construction Assessments



### Welcome to Project Assessments

This is the page for the Post Construction Assessments and other Project Assessments. On this page you can access each of the Projects that either has a review scheduled or completed assessment.

A map of all projects that will have a Post Construction Assessment can be found here: **https://arcg.is/1iGzSj**

If you have any questions contact **CLEAR@NCDOT.GOV**

## Projects

Upcoming Assessments | Completed Assessments

- Rowan Street Bridges over CSX (C203917 - B-4490)
- Slocum Gate Flyover (C203955 - R-5516)
- Corridor K (A-0009C)
- NC 59 over I-95 Bus/US 301 (C204076- B-4491)
- US 74 at Hallsboro Rd (C204115 - R-5749)
- US 19 (C203358 - R-2519B)

### Post Construction Assessment (PCA) Request Form

Fill out this form if you have a project that you would like the Value Management Office to facilitate a Post Construction Assessment (PCA).

To see previous Post Construction Assessments look under Projects on this page and click the tab - Completed Assessments.

PCAs on projects can be conducted at substantial completion with no outstanding claims or contract issues. They include the contractor, design teams, and NCDOT personnel.

The Submitter Information at the begining of the form is for follow up purposes so we can contact you regarding scheduling the PCA. This section should be completed by the person completing the form. The place to enter the additional contact information for other project personnel involved is later on in the form.

Click Here For Form

### How to use this page

Detailed instructions on how to use this page -

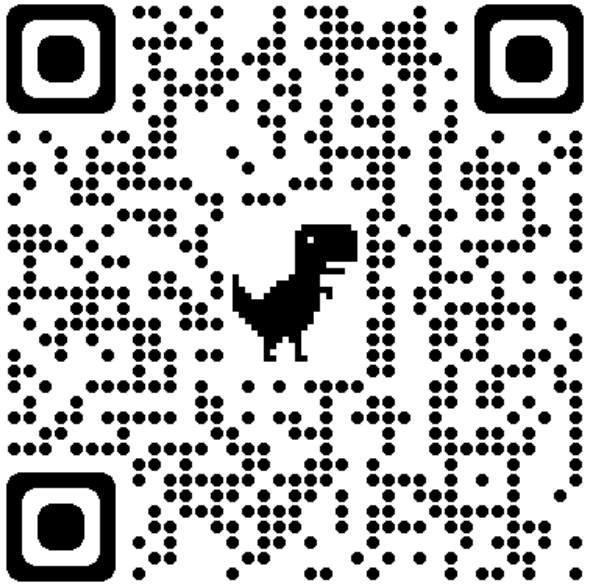
**Click here for PDF**

**Click here for Video**

# 2022 PCAs Scheduled

- March 15th: (complete)
  - R-5516 - Slocum Gate Flyover
- April 18th:
  - R-5749: US 74 at Hallsboro Rd
- April 25th:
  - B-4490: Rowan Street Bridge over CSX
- May 17th:
  - B-4491: NC 59 over I-95 Bus/US 301

# Questions?



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