

# SCHEDULING SURVEY RESULTS - PUBLIC WORKS

ID	Company Type	Yearly Vol \$ M	% Proj w/CO that are:			% CO by Cause							% How Settled					Partner on Proj w/claims?	% of Projects Delayed					% Delay by Cause							Fees factor in Des. Select?	% Weight of fees	CPM Spec													
			CO's as % of Vol	<5% of bid	5-10% of bid	>10% of bid	Qty Low	Scope Change	Differing Site	E&O	Weather	Owner Delay	Contr Error	Other	% CO that became claims	Negotiation	Mediation		Arbitration	Litigation	Other	Staff Cost for COs as % of Vol.	0	<1mo	1-3mo	3-6mo	>6mo	Scope Change	Differing Site	E&O			Weather	3rd Party Delays	Poor Schedule	Cont Error	Sub Delay	Other	Fee correlate w/ level E&O?	Sched Spec satisfactory?	Require CPM->\$5M?	Require Mo. Update?	Require Narr. Report?	Require Electronic Sched	Require Impact Analysis?	
16	Consult	\$10	0	0	99	1	65	25	5	5	0	0	0	0	1	98	0	1	1	0	N	80	15	5	0	0	25	50	0	0	25	0	0	0	0	N	0	Y	Y	Y	Y	Y	Y			
7	Consult	\$25	15	0	20	80	0	20	40	40	0	0	0	0	60	50	30	10	10	0	Y	10	0	30	10	50	0	30	40	10	5	0	15	0	0	Y	50	Y	Y	Y	Y	Y	Y			
55	Consult	\$100	5	20	50	30	20	5	20	10	10	5	20	10	10	40	20	20	20	0	N																									
49	Consult		10	50	25	25	10	10	40	20	0	5	15	0	20	75	15	5	5	0	N	3	10	40	20	20	10	10	50	20	10	0	0	10	0	0	N	0	Y	N	N	N	N	N		
31	Consult						0	50	25	25	0	0	0	0	0	100	0	0	0	0	N	2	0	0	100	0	0	50	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0			
52	Consult						2	23	2	52	1	17	1	2	18	93	4	2	1	0	Y	8	15	15	35	25	10	17	6	56	2	1	1	1	5	11	Y	15	Y	N	Y	Y	Y	N	N	
41	Consult		0	10	90	0	30	0	30	0	30	0	10	0	100	20	30	20	10	Y	5																									
<b>AVG Consult:</b>			<b>\$45</b>	<b>8</b>	<b>14</b>	<b>41</b>	<b>45</b>	<b>14</b>	<b>23</b>	<b>19</b>	<b>26</b>	<b>2</b>	<b>8</b>	<b>7</b>	<b>2</b>	<b>30</b>	<b>68</b>	<b>13</b>	<b>10</b>	<b>8</b>	<b>1</b>	<b>5</b>	<b>23</b>	<b>14</b>	<b>38</b>	<b>11</b>	<b>14</b>	<b>20</b>	<b>27</b>	<b>33</b>	<b>4</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>16</b>									
54	Fed	\$3	15	25	50	25	20	15	15	0	20	5	10	15	95	0	0	0	5	N	15	30	15	15	20	20																				
30	Fed	\$100	3	90	10	0	5	52	3	37	0	3	0	0	1	99	0	0	1	0	Y	1	70	25	2	2	1	35	2	25	10	1	15	2	10	0	Y	20	Y	Y	Y	Y	Y	Y		
<b>AVG Federal:</b>			<b>\$52</b>	<b>9</b>	<b>58</b>	<b>30</b>	<b>13</b>	<b>13</b>	<b>34</b>	<b>9</b>	<b>26</b>	<b>0</b>	<b>12</b>	<b>3</b>	<b>5</b>	<b>8</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>8</b>	<b>50</b>	<b>20</b>	<b>9</b>	<b>11</b>	<b>11</b>	<b>35</b>	<b>2</b>	<b>25</b>	<b>10</b>	<b>1</b>	<b>15</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>10</b>									
79	Mun	\$1	3	80	15	5	40	30	20	10	0	0	0	0	5	95	0	0	0	5	N																									
81	Mun	\$1	5	100	0	0	20	20	0	20	40	0	0	0	3	90	10	0	0	0	N	2	0	0	100	0	0	20	20	20	20	0	0	0	0	0	N	0	N	N	N	N	N	N	N	
11	Mun	\$2	5	80	15	5	20	50	5	15	0	5	5	0	5	90	10	0	0	0	N	5	80	15	5	0	0	70	10	5	5	5	5	0	0	0	N	0	N	Y	Y	N	N	N	N	
78	Mun	\$2	6	30	50	20	0	20	50	20	0	0	10	0	5	50	40	10	0	0	N	12	5	10	10	70	5	20	20	15	0	10	5	15	15	0	Y	15	N	N	N	Y	N	N	N	
84	Mun	\$2	10	10	80	10	10	65	10	5	0	5	5	0	5	90	5	0	5	0	N	5	50	10	15	20	5	50	10	10	20	2	2	2	2	2	Y	20	Y	Y	N	Y	N	Y	N	
76	Mun	\$3	5	25	45	30	20	40	30	10	0	0	0	0	0	100	0	0	0	0	N	1	25	50	25	0	0	20	10	5	20	5	40	0	0	0	Y	10	Y	Y	N	Y	N	N	N	
73	Mun	\$5	2	2	95	3	10	70	10	5	0	0	0	5	3	97	1	1	1	0	N	1	50	40	5	3	2	4	10	2	80	2	2	0	0	0	Y	20	N	Y	N	Y	N	N	N	
69	Mun	\$8	10	95	0	5	0	45	45	10	0	0	0	0	0	100	0	0	0	0	N	1	100	0	0	0	0	45	45	10	0	0	0	0	0	Y	65	N	Y	Y	Y	N	Y	N		
32	Mun	\$10	5	0	100	0	15	60	0	5	0	5	5	10	5	100	0	0	0	0	N																									
88	Mun	\$10	4	78	20	2	30	40	20	1	2	5	2	0	2	98	2	0	0	0	N	3	75	20	5	0	0	15	2	0	4	77	2	0	0	0	Y	30	N	Y	Y	Y				
2	Mun	\$15	2	98	1	1	2	75	10	2	5	3	3	0		98	1	1	0	0	N		90	10	0	0	0	70	10	2	5	5	0	5	3	0	N	0	N	Y	Y	Y	Y	Y	N	
36	Mun	\$15	7	85	10	5	45	10	15	20	1	1	5	3	2	99	0	0	1	0	N	2	60	25	10	3	2	10	2	2	1	50	5	25	5	0	Y	10	Y	Y	Y	Y	N	N	N	
1	Mun	\$24	3	95	4	1	2	10	82	5	0	1	0	0	0	100	0	0	0	0	N	2	99	1	0	0	0	5	55	0	0	15	10	0	15	0	N	0	N	Y	Y	Y	N	N	Y	
25	Mun	\$30	8	20	60	20	25	40	15	10	2	3	5	0	2	96	1	1	2	0	N																									
70	Mun	\$50	3	25	70	5	1	1	75	10	1	1	10	1	2	70	20	7	3	0	Y	2	90	8	1	1	0	0	25	10	20	30	15	0	0	0	N	0	N	Y	Y	Y	N	Y	0	
61	Mun	\$85	2	40	55	5	15	55	5	2	1	10	2	10		99	1	0	0	0	Y		95	0	2	1	2	70	10	0	2	5	1	5	5	2	Y	10	N	Y	Y	Y	Y	Y	Y	
83	Mun	\$132	80	80	15	5	5	10	50	15	0	10	10	0	50	90	7	0	3	0	N		70	25	4	1	0	0	20	30	5	10	20	5	10	0	Y	20	N	Y	Y	Y	Y	Y	N	
3	Mun	\$200	7	33	33	34	10	15	10	25	20	10	0	0	10	85	0	10	5	0	Y	1	30	25	40	5	0	0	0	0	0	0	0	0	0	0	Y			N	Y	Y	Y	Y	Y	
43	Mun	\$220	4	100	0	0	0	46	32	14	0	1	7	0	0	100	0	0	0	0	N	6	78	11	11	0	0	16	32	16	12	8	16	0	0	0	N	0	N	N	Y	Y	Y	Y	Y	
21	Mun	\$5	3	100	0	0	0	30	10	30	0	0	30	0	0	100	0	0	0	0	N	20	90	10	0	0	0	10	0	30	0	0	40	20	0	0	Y	10	Y	N	Y	Y	N	Y	Y	
<b>AVG Municipal:</b>			<b>\$41</b>	<b>9</b>	<b>59</b>	<b>33</b>	<b>8</b>	<b>14</b>	<b>37</b>	<b>25</b>	<b>11</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>1</b>	<b>6</b>	<b>92</b>	<b>5</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>64</b>	<b>15</b>	<b>14</b>	<b>6</b>	<b>1</b>	<b>27</b>	<b>18</b>	<b>10</b>	<b>12</b>	<b>15</b>	<b>10</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>13</b>									
28	Priv	\$1	25	30	30	40	10	25	20	25	5	15	0	0	35	60	30	5	5	0	Y																									
45	Priv	\$2	100	60	30	10	5	75	2	10	0	0	3	5	30	80	20	0	0	0	N	10																								
44	Priv	\$5	10	20	70	10	15	10	5	25	15	20	10	0	20	80	5	5	10	0	N	8	40	30	5	15	10	25	5	20	10	10	5	15	10	0	N	0	N	Y	Y					

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ID	Company Type	Yearly Vol \$ M	% Proj w/CO that are:			% CO by Cause							% How Settled					Partner on Proj w/claims?	% of Projects Delayed					% Delay by Cause							Fees factor in Des. Select?	% Weight of fees	Fee correlate w/ level E&O?	CPM Spec												
			CO's as % of Vol	<5% of bid	5-10% of bid	>10% of bid	Qty Low	Scope Change	Differing Site	E&O	Weather	Owner Delay	Contr Error	Other	% CO that became claims	Negotiation	Mediation		Arbitration	Litigation	Other	0	<1mo	1-3mo	3-6mo	>6mo	Scope Change	Differing Site	E&O	Weather				3rd Party Delays	Poor Schedule	Cont Error	Sub Delay	Other	Sched Spec satisfactory?	Require CPM >\$5M?	Require Mo. Update?	Require Narr. Report?	Require Electronic Sched	Require Impact Analysis?		
63	Priv			80	15	5	5	40	20	5	1	4	25	0	3	95	3	1	1	0	N	80	20	0	0	0	50	20	5	0	15	5	0	5	0	Y	30	N	Y	Y	Y	Y	Y			
5	Priv						5	25	25	7	2	2	25	9	5	85	0	10	3	2	Y	5	50	0	25	15	10	50	25	10	0	5	10	0	0	0	Y	25	Y	N	Y	Y	Y	N	N	
8	Priv		15	0	0	100	0	33	7	60	0	0	0	0	50	40	0	20	40	0	N	10	0	10	60	20	10	5	5	10	5	5	50	20	0	0	0	Y	33	Y	N	Y	Y	Y	Y	Y
18	Priv						10	40	5	15	2	10	18	0	20	80	0	10	0	10	N																									
37	Priv			25	25	50	50	10	20	10	0	5	5	0	2	97	1	1	1	0	N	0	25	40	20	10	5	10	20	10	1	5	25	25	4	0	N	0	N	N	Y	Y	N	N	N	
<b>AVG Private:</b>			<b>\$136</b>	<b>23</b>	<b>42</b>	<b>30</b>	<b>28</b>	<b>11</b>	<b>34</b>	<b>14</b>	<b>16</b>	<b>3</b>	<b>11</b>	<b>9</b>	<b>2</b>	<b>17</b>	<b>87</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>6</b>	<b>50</b>	<b>13</b>	<b>22</b>	<b>10</b>	<b>5</b>	<b>38</b>	<b>11</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>16</b>	<b>8</b>	<b>5</b>	<b>0</b>	<b>22</b>									
23	State	\$5	15	20	40	40	50	40	10	0	0	0	0	0	0	100	0	0	0	0	N	60	30	10	0	0	30	30	0	0	0	20	20	0	0	0	N	0		Y	N	Y	N	N	N	
67	State	\$10	15	20	65	15	5	30	35	10	5	5	5	5	5	75	15	5	5	0	Y	3	8	20	60	10	2	15	30	10	5	5	10	10	10	5	Y	35	N	Y	Y	Y	Y	Y	Y	
39	State	\$15	10	30	60	10	5	5	50	10	0	10	10	10	1	80	10	5	5	0	Y	1	20	60	15	5	0	5	40	20	5	10	5	5	10	0	N	0	N	Y	Y	Y	Y	N	N	
40	State	\$15	2	97	2	1	5	5	10	75	1	2	1	1	1	99	0	0	0	1	N	2	90	5	2	2	1	5	5	75	0	0	10	5	0	0	N	0		N	Y	Y	N	N	N	
89	State	\$25	10	70	25	5	25	25	5	25	5	5	5	5	10	70	10	5	5	10	N	10	50	30	10	5	5	5	5	5	10	50	5	5	5	10	N	0		N	Y	Y	N	N	N	
24	State	\$30	10	10	80	10	5	20	40	3	2	10	5	15	2	40	0	60	0	0	N	60	30	10	0	0	30	50	5	5	2	5	3	0	0	N	0		Y	Y	Y	N	Y	N		
17	State	\$40	10	30	40	30	5	40	30	5	5	5	10	0	1	100	0	0	0	0	N	1	70	15	10	5	0	20	20	0	0	0	20	40	0	0	N	0	Y	N	Y	Y	N	N	Y	
38	State	\$68	7	46	36	18	0	33	19	46	0	0	0	2	5	95	0	0	0	5	N	1	50	40	10	0	0	15	5	15	0	5	50	10	0	0	N	0	N	Y	Y	Y	Y	N	N	
53	State	\$110	6	93	6	1	11	12	3	60	1	10	2	1	1	95	4	1	0	0	Y	1	45	35	10	7	3	20	2	35	1	35	1	2	1	3	Y	5	N	N	Y	Y	Y	Y	N	
59	State	\$200	5	20	70	10	0	30	30	38	0	2	0	0	2	95	3	2	0	0	N	20	20	50	20	10	0	20	10	20	0	0	20	20	10	0	N	0	N	Y	Y	Y	N	Y	N	
29	State	\$275	3	80	15	5	0	30	20	40	1	1	1	7	1	90	5	5	0	0	N	1	80	17	1	1	1	20	20	40	3	2	5	5	5	0	N	0	Y	Y	Y	N	Y	Y		
92	State	\$285	15	29	19	52	0	45	26	14	0	0	0	15	1	97	3	0	0	0	N	1	60	22	12	6	0	45	26	14	1	1	10	0	0	3	N	0	Y	Y	Y	Y	Y	Y	Y	
33	State	\$300	6	67	19	14	12	23	6	35	2	2	0	20	20	94	1	2	1	2	Y	50	30	10	5	5	25	1	25	5	5	20	10	4	5	N	0	N	N	Y	Y	Y	N	N		
27	State	\$400	10	80	15	5	10	5	5	25	10	10	25	10	15	90	7	2	1	0	Y	20																								
20	State						10	0	10	40	0	40	0	0	5	20	0	10	0	70	Y																									
64	State														0							0	0	15	55	25	5																			
<b>AVG State:</b>			<b>\$127</b>	<b>9</b>	<b>49</b>	<b>35</b>	<b>15</b>	<b>10</b>	<b>23</b>	<b>20</b>	<b>28</b>	<b>2</b>	<b>7</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>83</b>	<b>4</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>5</b>	<b>47</b>	<b>29</b>	<b>17</b>	<b>6</b>	<b>2</b>	<b>20</b>	<b>19</b>	<b>20</b>	<b>3</b>	<b>9</b>	<b>14</b>	<b>10</b>	<b>3</b>	<b>2</b>	<b>3</b>									
<b>ALL AVERAGE:</b>			<b>\$91</b>	<b>13</b>	<b>51</b>	<b>33</b>	<b>16</b>	<b>12</b>	<b>32</b>	<b>19</b>	<b>18</b>	<b>3</b>	<b>7</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>88</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>54</b>	<b>19</b>	<b>17</b>	<b>7</b>	<b>3</b>	<b>29</b>	<b>15</b>	<b>13</b>	<b>8</b>	<b>10</b>	<b>13</b>	<b>8</b>	<b>4</b>	<b>1</b>	<b>13</b>									

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ID	% Contractor Selection				Method with Fewest Delays	% GC Qual Sched			Contractors Provide?				% Provider of CM Services			Quals of Owners Rep				Conduct Risk Anal. on Large Proj.?	Risk Anal Formal/Informal?	PMBOK										Rate the top 10 practices to reduce delays and schedule-related claims										Region										
	Low Bid	CM/GC (GMP)	Design/Build	Other		Good	Fair	Poor	Monthly Updates	CPM Review	GC Recovery CPM	Generally On Time	Staff	Designer	Consultant	CPM Trained?	Review Sched w/GC?	Enforce Spec?	Keep Detailed Records?			Give Timely Response?	Risk Mngmt Planning	Risk ID	Qual Risk Anal	Quan Risk Anal	Risk Response Planning	Risk Monitoring	Other	Better Site Invest	Better Desgn	Constrict Review	Protect Owner	Fair Risk Allocat.	Better CPM Spec	Enforce Spec	Better CM	CPM Training	Prequal GC	Recordkeeping	Partnering		DRBs	Not Low Bid	Better GC CPM	Better Sub CPM	Other					
																																																55	West			
16	100	0	0	0		10	30	60	N	Y	Y	Y							Y	I							0	1	5	0	2	0	0	3	10	0	8	4	7	6	0	0	0	0	55	West						
7	100	0	0	0	D/B	40	20	40	Y	Y	N	N	10	0	90	Y	Y	N	Y	Y							1	2	3	0	4	0	0	5	8	9	6	7	90	0	0	0	0	135	West							
55																																																				
49	100	0	0	0	D/B	5	20	75	N	N	Y	Y	75	15	10	N	N	N	N	U	N	NA					7	6	1	0	0	0	10	5	8	2	9	3	0	4	0	0	0	55	West							
31																																																				
52	75	5	20	0	CM/GC	5	15	80	Y	N	N	N	50	15	35	N	Y	N	N	U	Y	I					3	1	4	0	0	10	0	5	2	8	9	0	0	0	7	6	0	55	Other	Canada						
41																																																				
A	94	1	5	0		15	21	64					45	10	45												5	3	3	0	2	3	3	5	7	5	8	4	24	3	2	2	0									
54	40	0	10	50	Other	25	25	50	Y	Y	Y	N	90	10	0	N	Y	N	Y	U	N	NA					6	2	0	0	0	0	3	7	5	8	10	0	0	9	1	4	0	55	West							
30	35	0	0	65	Other	30	50	20	Y	Y	Y	Y	0	2	98	Y	Y	Y	Y	U	Y	F	X				0	1	2	0	0	9	5	0	8	4	0	10	0	3	6	7	0	55	South							
A	38	0	5	58		28	38	35					45	6	49												3	2	1	0	0	5	4	4	7	6	5	5	0	6	4	6	0									
79																																																				
81	75	0	25	0	D/B	50	50	0	N	Y	N	Y	0	0	100	Y	Y	Y	Y	A	N						1	1	1	5	5	2	2	1	1	2	1	1	2	1	2	1	0	29	West							
11	100	0	0	0		50	25	25	N	Y	Y	Y	100	0	0	Y	Y	Y	Y	U	Y	I					1	3	2	9	4	0	10	0	0	8	7	5	0	0	6	0	0	55	West							
78	100	0	0	0	Other	15	60	25	Y	Y	Y	Y	50	0	50	N	Y	N	N	U	N						7	8	6	5	0	0	0	4	0	3	10	2	0	1	9	0	0	55	West							
84	95	0	0	5	LB	10	80	10	Y	Y	Y	Y	50	50	0	Y	Y	N	Y	A	Y	I					10	9	3	0	8	2	0	7	1	4	0	0	0	0	6	5	0	55	West							
76	100	0	0	0		30	30	40	N	Y	N	N	100	0	0	N	Y	N	Y	A	N	NA					4	9	3	0	0	0	0	7	8	6	10	1	0	0	2	5	0	55	West							
73	100	0	0	0	LB	95	5	0	N	Y	N	Y	90	5	5	Y	Y	Y	Y	U	N	NA					1	2	3	4	7	8	5	9	0	0	6	0	0	0	10	0	55	Other	Oregon							
69	100	0	0	0	LB	95	5	0	Y	Y	Y	Y	90	0	10	Y	Y	Y	Y	A	N	NA					9	8	10	0	0	1	2	3	4	0	0	5	0	0	6	7	0	55	West							
32																																																				
88																																																				
2	75	25	0	0	CM/GC	60	30	10	Y	Y	Y	Y	50	45	5	Y	Y	Y	Y	U	N	NA					2	8	2	5	3	5	5	2	2	2	2	5	5	1	3	5	0	57	West							
36	99	0	0	1	LB	10	80	10	N	Y	N	Y	90	0	10	Y	Y	Y	Y	A	N	NA					1	2	3	0	5	7	8	9	4	0	0	6	0	0	10	0	0	55	West							
1	100	0	0	0		70	10	20	Y	Y	Y	Y	95	5	0	N	Y	Y	Y	A	N	NA					6	5	4	0	7	0	8	0	0	9	10	3	0	0	1	2	0	55	West							
25	99	1	0	0		40	30	30	Y	Y	Y	Y	70	0	30	N	N	Y	Y	U	Y	I					1	3	2	0	4	0	0	0	0	0	0	0	0	0	0	0	0	10	West							
70	95	4	1	0		15	80	5	Y	Y	Y	Y	90	0	10						Y	I					0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	West						
61	10	45	35	10	CM/GC	97	3	0	Y	Y	Y	Y	90	5	5	Y	Y	Y	Y	A	Y	F	X	X	X	X	X	11	3	4	11	5	6	11	8	11	2	9	7	11	1	11	10	11	132	West						
83	80	10	0	10	Other	20	60	20	Y	Y	Y	Y	95	0	5	Y	Y	Y	Y	U	Y	F	X	X	X		7	3	1	0	0	0	0	2	0	4	9	5	0	6	8	10	0	55	West							
3	50	0	50	0	D/B	25	25	50	Y	Y	Y	N	100	0	0	N	N	N	Y		Y	I					8	8	8	6	8	8	10	7	8	7	8	8	0	0	8	0	0	112	East							
43	100	0	0	0	LB	67	33	0	Y	Y	Y	Y	70	20	10	N	N	Y	Y	U	N						1	2	5	0	0	0	6	9	7	8	10	0	0	3	4	0	55	East								
21	100	0	0	0	LB	20	50	30	Y	Y	N	Y	100	0	0	Y	Y	Y	Y		Y	F	X		X		1	3	4	1	2	7	5	1	1	1	3	1	0	0	0	0	30	West								
AV	87	5	7	2		45	39	16					78	8	14												4	5	4	3	3	3	4	4	3	3	5	3	2	1	4	3	1									
28																																																				
45																																																				
44	50	15	35	0	D/B	70	20	10	Y	Y	Y		70	20	10	Y	Y	Y		U	Y	I					5	1	6	3	2	0	4	0	0	7	0	8	0	9	0	10	0	55	Other	uk						
4	75	25	0	0	D/B	25	25	50	N	Y	Y	N	75	0	25	N	Y	N	Y		Y	I					0	2	1	0	3	2	1	1	3	3	5	8	3	3	0	0	0	35	Other	Egypt						
19	70	0	0	30	CM/GC	20	60	20	N	N			30	50	20	N	Y	N	N		Y	NA					0	2	0	0	0	0	3	4	0	0	0	0	0	0	1	0	0	10	West							
66																																																				

