

AFTER ACTION REPORT

TO: Patrick Lawton, City Administrator

FROM: G. Andrew Pouncey, Director of Economic & Community Development

DATE: September 14, 2012

RE: After Action Report (AAR) of meeting (September 14, 2012) for construction of Poplar Road Improvements

- Purpose

- What did we set out to do? We set out to bring together City staff, TDOT officials and at least two state legislators to listen to TDOT tell everyone how they plan to complete the Poplar Road Improvements, through the center portion of the City, by mid-November.
- What was supposed to happen? We were literally looking for a roadmap from TDOT for completion of the work from Miller Farms eastwards past Germantown Road by November 15, bringing closure to the work before Thanksgiving, the initial rush of Christmas shopping and the time by which they would begin to close down the asphalt plants.
- Is there a process or procedure in place for this activity? No, but we will call a meeting of those directly involved in a project whenever we have concerns. The legislators responded immediately as they are very familiar with this project.

- Executive Summary

- What actually happened? The people in attendance included: Senator Brian Kelsey, Representative Mark White, Patrick Lawton- City Administrator, Tim Gwaltney-City Engineer, Jonathan Smith-Transportation Engineer, Ross Sherwood, TDOT Operations Specialist III, Dennis Moultrie – TDOT District IV and Andrew Pouncey – Director of Economic & Community Development.

Looking at a plan of Poplar Avenue (at completion), we asked TDOT to walk us through their plan to complete the Poplar Avenue Improvements from Miller Farms eastwards past Germantown Road by November 15. Tonight, TDOT will remove the white-top (concrete) from the intersection of Germantown Road and Poplar Avenue. They will also complete their milling and bushing so that when the surface asphalt is applied (after the walls are complete), they will only need to mill the existing middle lanes and apply surface asphalt to all lanes. After this work is complete this weekend, they will clean the existing surface and remove the barrels so that all lanes will be in use next week, including West and Germantown Roads. They will continue to work on the walls and the outer lanes may be closed at those locations on a daily basis. They have told TDOT structures that all wall designs will be reviewed for approval expeditiously. The walls should be complete by early to mid-November. Thereafter, the road will be

milled and the surface asphalt will be applied (in approximately 10 days). They (includes the contractor) are confident that the improvements in the center of town can be complete. Concurrently, TDOT will be working on the eastern end of Poplar and follow a similar time schedule, including curbing, infrastructure, surface asphalt and a road median.

- What worked well that needs to be sustained? We addressed the future, not the past. Pointing fingers does not get the job done. The legislators brought another level of accountability to TDOT's task of completing the job. They have certainly heard from their constituency.
- What did not work well and needs to be changed? All worked well.
- Lessons Learned
 - What can we do better next time? Projects that have any shelf life at all should be re-evaluated based on changes in the landscape that might impact the job.
- Action Items
 - Develop a list of the actions to fix specific needs. TDOT has spoken with Structures to expedite the wall drawing approvals. We have already taken the lesson of re-evaluating old plans and applied it to Germantown Road South, where we have been part of meetings in advance of the December 2012 bid letting, in order to reduce miscommunication and necessary technical revisions that can accompany such jobs.
 - Time Lines and Responsibilities. November 15, 2012. Complete Poplar Improvements from Miller Farms eastward past Germantown Road and possibly to the end of the project at Dogwood. TDOT and the contractor, Madden Phillips have the responsibility of construction and the City has the responsibility of attending the weekly and bi-weekly meetings to stay abreast of the progress, holding TDOT accountable for completion by November 15..