



West Construction Company, Inc.

**PRESENTATION FOR ALASKA**  
**LEGISLATURE**







# West Construction Company, Inc.

## Who is West Construction?

- *Alaska based marine contractor with over 30 years of experience in OPEN CELL® construction.*
- *More OPEN CELL® experience than any other contractor; 22 OPEN CELL® projects to date.*
- *Last container port projects built in Alaska were constructed by West Construction.*





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## Unalaska Marine Center 1991







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## American President Lines 1995







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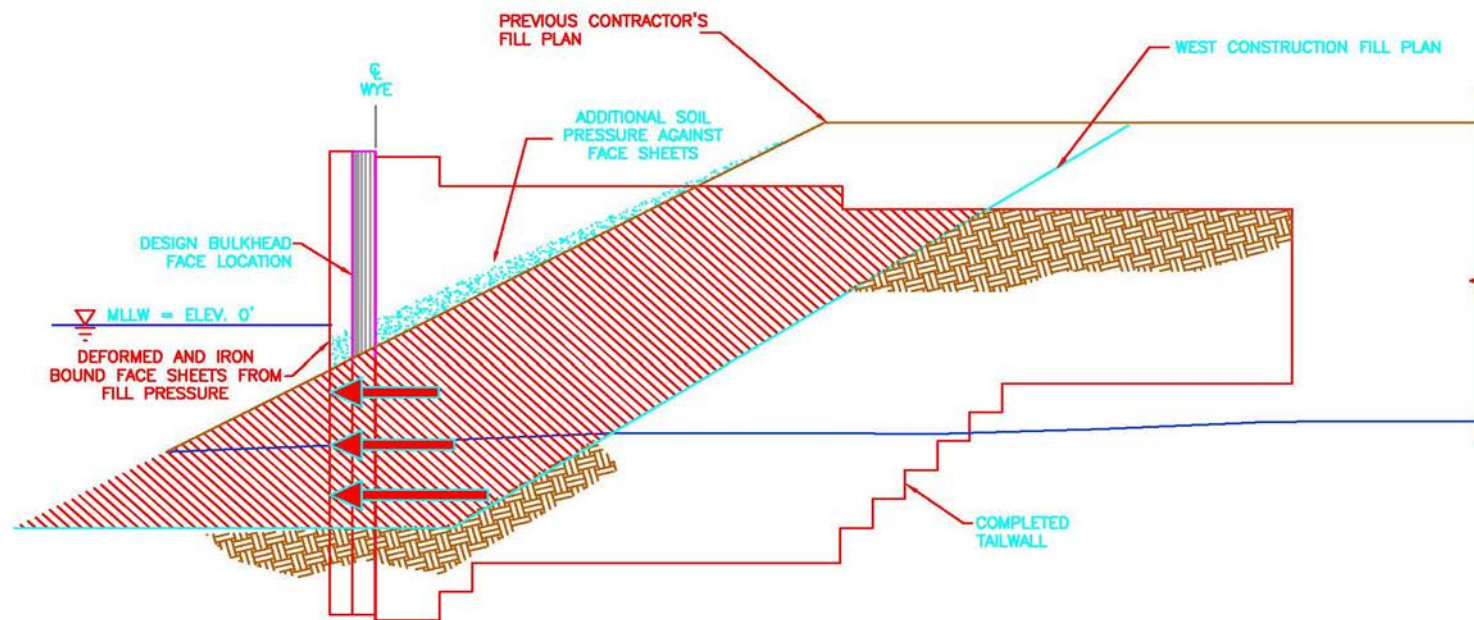
## **WHAT WENT WRONG AT THE PORT OF ANCHORAGE?**

1. *Low bid used for selection of contractor. Emphasized low price over proper planning and previous experience.*
2. *Project doomed with wrong approach to the work. It is not feasible to build this project from the land. West wrote Bid Protest to ICRC in February 2008 correctly predicting how and why this project would fail.*
3. *Poor management of the project compounded these mistakes.*





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**PREVIOUS CONTRACTOR'S TYPICAL**  
NTS **SECTION**





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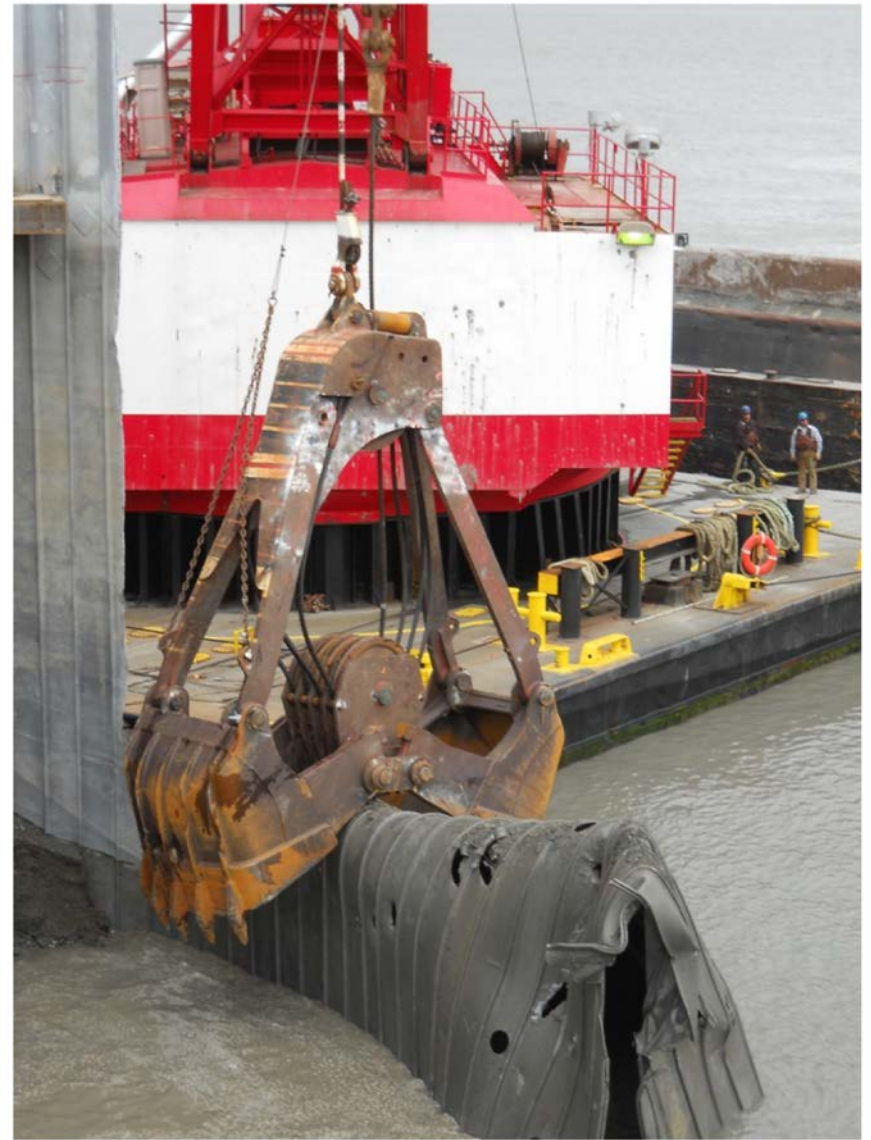
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**SAMPLE PROJECT SHOWING PROPER  
LAND BASED APPROACH.**

**DUTCH HARBOR PORTS DOCK  
FACILITY.**





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07/17/2008





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**SAMPLE PROJECT SHOWING WATER  
BASED BARGE APPROACH.**

**IRAQI NAVY HOME PORT, UMM QASR,  
IRAQ.**

**Necessary methodology for success at the  
Port of Anchorage.**





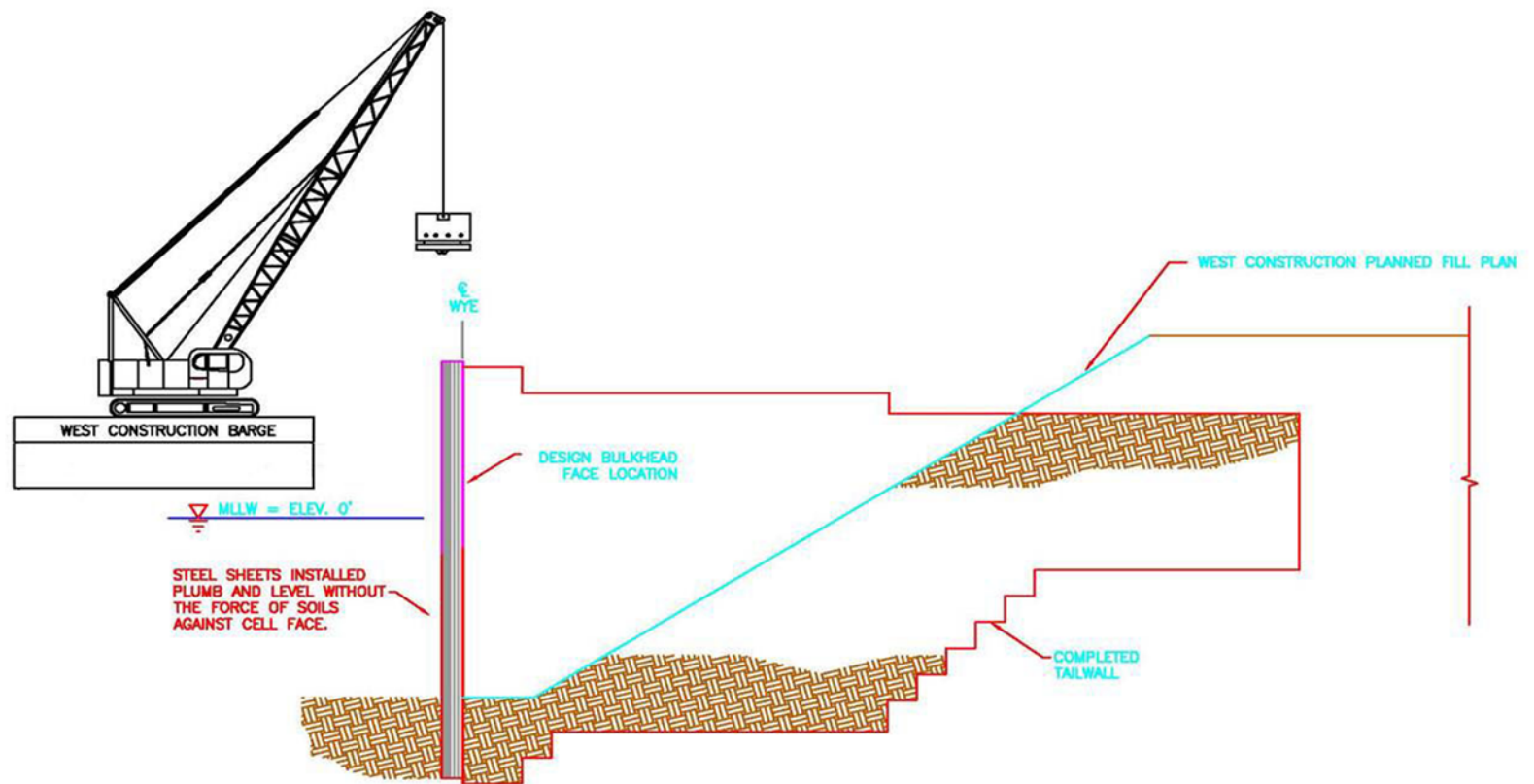
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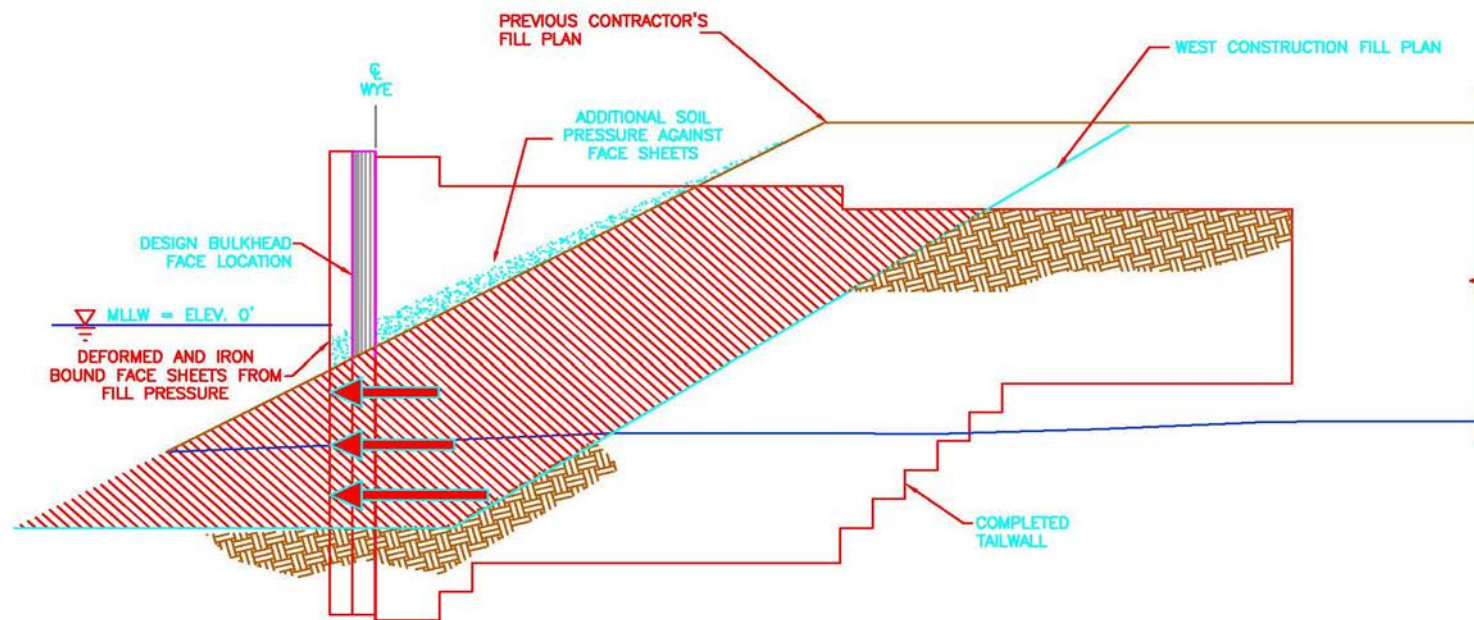


**WEST CONSTRUCTION TYPICAL  
NTS SECTION**





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**PREVIOUS CONTRACTOR'S TYPICAL**  
NTS **SECTION**





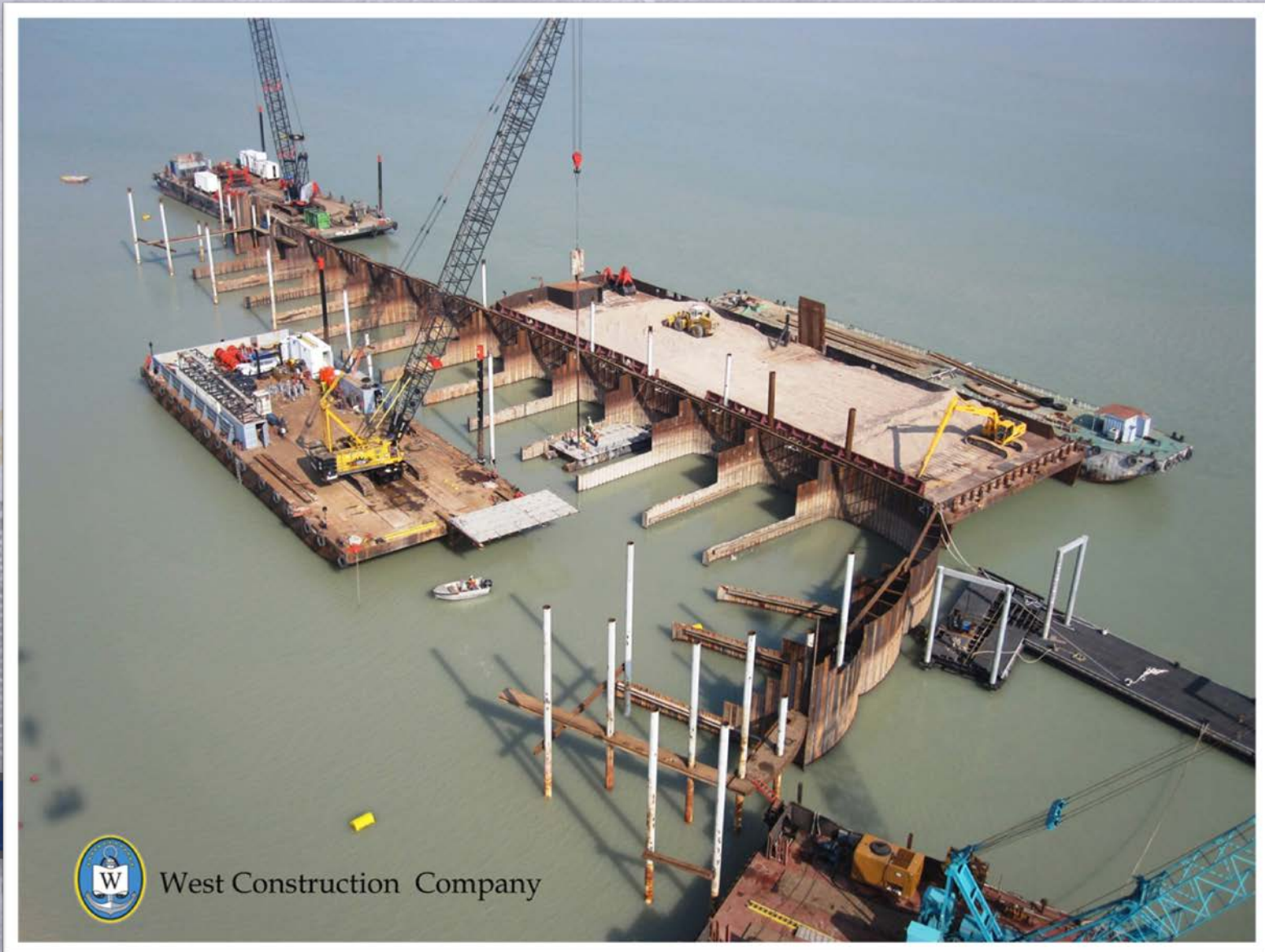
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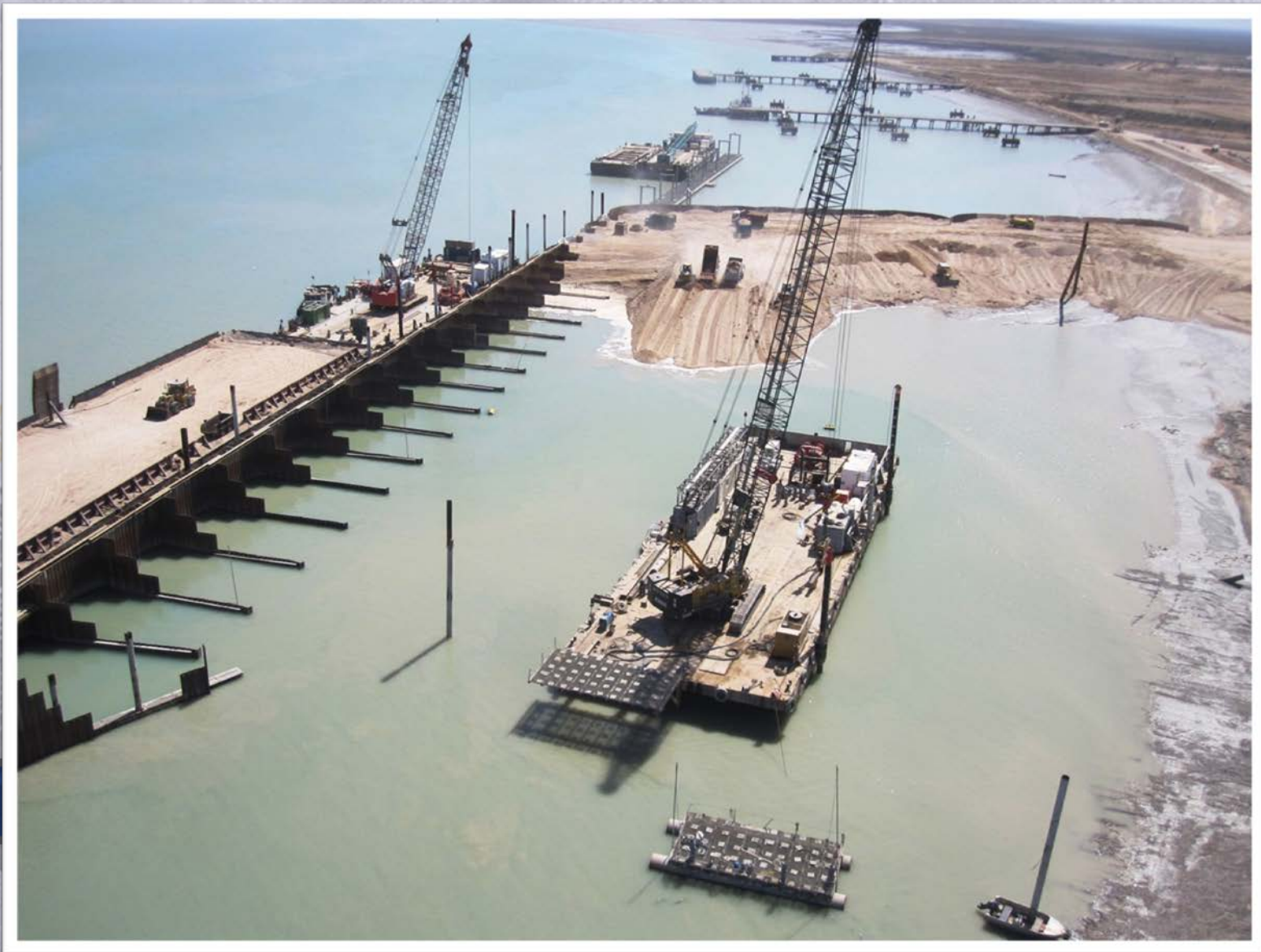
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*2011 AGC International Construction Project of  
the year*





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## Current Status of POA: where we are and what we know.

- *Developed work plans and techniques that deal with difficult existing site conditions.*
- *Successfully installed 900 sheets in 2010 and verified they were driven without damage in locations where the cells had previously failed.*
- *Proved the OPEN CELL® design is appropriate for this project if installed properly.*
- *Identified future steps necessary to mitigate the remaining damage and successfully complete the project.*





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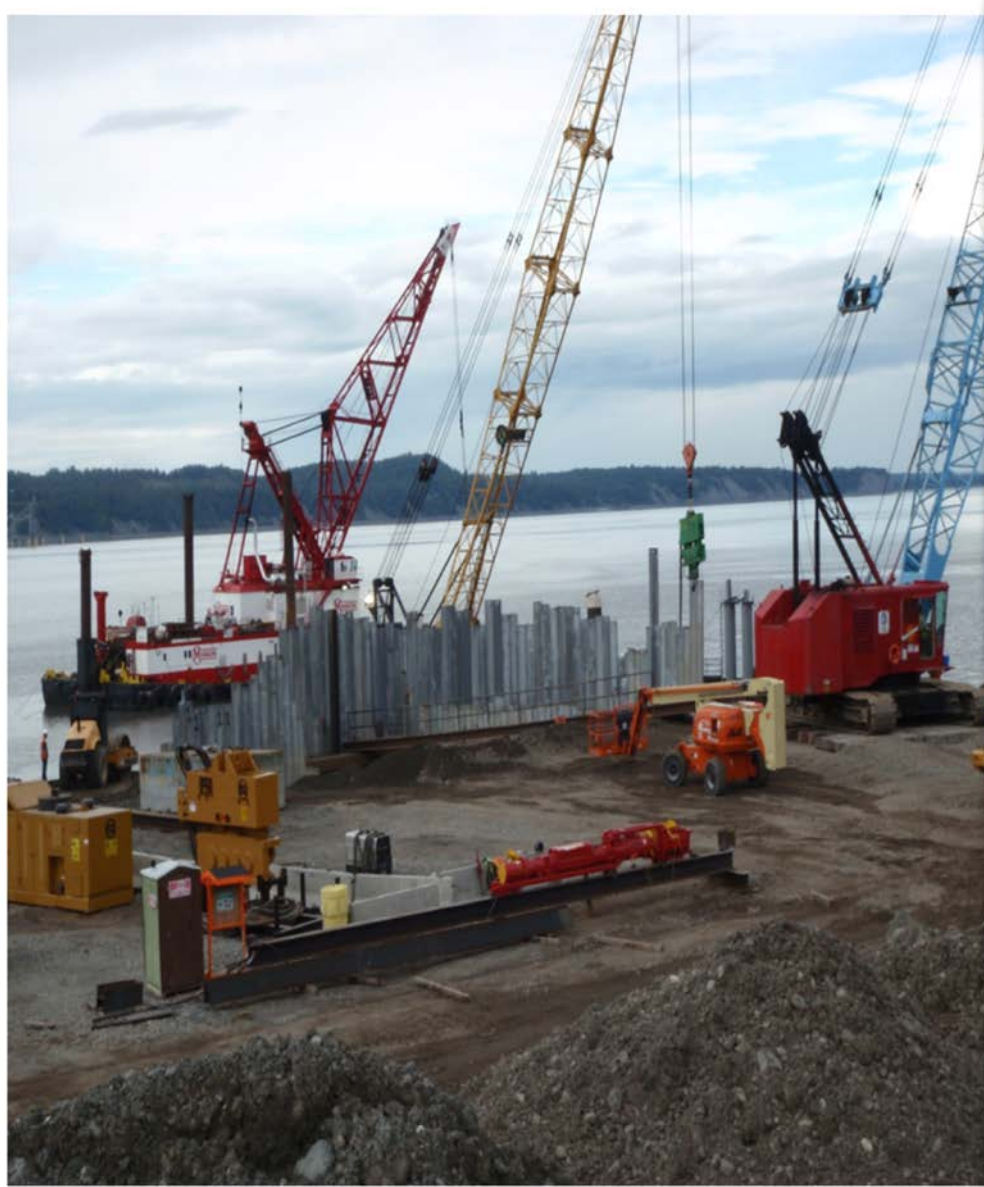
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## Summary of Causes For Failure.

- *Difficult site requires a qualified and highly experienced team.*
- *Improper means and methods used on previous contract.*
- *Poor communication and complicated management process.*
- *No clear chain of command and dysfunctional decision making process.*
- *No Accountability.*
- *Federal Agency, Construction Management Firm and previous Contractor were not prepared to meet the challenges of this difficult of a project.*
- *The process has been the goal, not the success of the project.*





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## Recommendations for Completing the Project

- *Use “best value” contracting approach for selection of a highly experienced contractor.*
- *Manage and control the project locally.*
- *Hire an experienced construction or engineering firm to oversee the project.*
- *POA project is too important to fail. Take benefit of expensive lessons learned and move forward with funding to complete the project.*