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Partnering News Highlights

Six San Francisco Agencies adopt IPI Collaborative Partnering structure

New IPI Owner's Toolbox

IPI Partnering Awards are available for download

IPI is Growing! Meet our newest Members

Feature Story: Partnering in the City and County of San Francisco

Project Name	Location	Project Type	Partnering Structure	Partnering Metrics	Partnering Benefits
San Francisco International Airport (SFO)	San Francisco	Transportation	Collaborative Partnering
San Francisco Recreation and Parks Department	San Francisco	Parks	Collaborative Partnering

Effective January 1, 2013 each of the City and County of San Francisco's six agencies with construction programs will adopt a formalized Partnering structure for all new construction projects – based on the IPI Collaborative Partnering Model.

In [executive directive 12-01](#) signed December 18th, 2012

by San Francisco Mayor Ed Lee, six City departments, including the San Francisco Department of Public Works, the San Francisco Public Utilities Commission, the San Francisco Municipal Transportation Agency, the Port of San Francisco, the San Francisco International Airport (SFO), and the San Francisco Recreation and Parks Department will utilize

Collaborative Partnering for all future City construction contracts and will include partnering language in bid specifications and contracts.

To read more about this outstanding breakthrough for the City and County of San Francisco, for IPI, and for Industry in the Bay Area, please visit **(Feature Story - Page 2)**.

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IPI Launches Owner's Toolbox Website

IPI has launched the IPI Owner's Toolbox Website. The website is a vital resource for agencies, municipalities, and other project owners seeking to adopt a collaborative

culture on their construction projects. The "Toolbox" comprises a series of must-haves in order to help your agency ensure project success through a collaborative approach **(Page 3)**.



IPI Partnering Awards are Here!

IPI Awards Applications are online and will be accepted until **February 15, 2013!**

Make sure to reconnect with the Project Teams from your successfully Partnered projects and apply for the

IPI John L. Martin Partnered Project of the Year, or one of IPI's four Industry Partnering Awards!

Please visit www.partneringinstitute.org to download an application or read more on **(Page 4)**.

3 Simple Criteria to Apply:

1. Project Completed between Jan 1 and Dec 31 2012.
2. Application submitted by an Owner, Owner's Rep, Designer, Contractor, or Facilitator
3. Project Team has an IPI Member on it.



"I especially want to thank the International Partnering Institute for their support and guidance which was critical to developing these new policies."

- Mohammed Nuru, SFDPW Director

City and County of S.F. Partnering Quick Links

- [IPI/AGC-CA/UCON Joint Press Release](#)
- [Mayor's Office Press Release](#)
- [AGC-California Link](#)
- [SFDPW Partnering and Prompt Pay Factsheet](#)



Feature Story: Partnering in the City and County of S.F.

6 City and County of San Francisco Agencies adopt Construction Partnering Program based on IPI Collaborative Partnering Model

Effective January 1, 2013, each of the City and County of San Francisco's six agencies with construction programs will adopt a formalized Partnering structure for all new construction projects – based on the IPI Collaborative Partnering Model.

In [executive directive 12-01](#) signed by San Francisco Mayor Ed Lee, the San Francisco Department of Public Works (SFDPW), the San Francisco Public Utilities Commission (SFPUC), the San Francisco Municipal Transportation Agency (SFMTA), the Port of San Francisco (SF Port), the San Francisco International Airport (SFO), and the San Francisco Recreation and Parks Department (SFR&P) will utilize Partnering for all future City construction contracts and will include Partnering language in bid specifications and contracts.

The recommendations were developed through the AGC San Francisco Contractor Liaison Partnering Subcommittee, which met in July and September of 2012. The Subcommittee is comprised of representatives from SFO, SFPUC, SFDPW, and SFMTA, the Office of the City Attorney, various City contractors, AGC California, United Contractors and the National Association of Minority Contractors (NAMC). The Subcommittee is co-chaired by DPW Director Mohammed Nuru and Mike Ghilotti, President of Ghilotti Bros., Inc., IPI Founding Member and incoming

President of United Contractors.

The IPI Collaborative Partnering Model is a formalized, non-adversarial approach to construction, which includes proven project management tools including: setting mandatory project goals (time, budget, quality, safety), consistent follow-up focused on the partnering effort, measurement, training and a formalized dispute resolution process. IPI Committees have simplified Collaborative Partnering for Owners hoping to adopt the process by developing several tools including sample [Partnering Specifications](#), [the IPI Partnering Project Matrix](#), and the [Partnering Potential Indicator](#) (see [IPI Owner's Toolbox – page 3](#)).

When this approach is used a collaborative culture emerges and project teams routinely outperform non-partnered teams saving taxpayer money by reducing project cost and schedule, while improving levels of job satisfaction for the team. Last year, the California Department of Transportation (Caltrans) recognized 24 projects in their statewide Excellence in Partnering Program. All told the 24 projects saved \$56 Million, saved 12,238 working days and had zero claims due in a large part to Partnering.

For the City and County Program, each Department will determine the level of Partnering to be utilized for each project based on the City and County Construction Project Partnering Profile agreed

upon by the Committee. The Program ([outlined in Factsheet](#)) is a scaled program (based on the [IPI Partnering Matrix](#)) that will allow the Department to assess project risks and identify the amount of partnering necessary to ensure a successful and collaborative outcome on every project.

In addition to the scaled Partnering program, each Department will develop internal procedures for implementing Partnering practices and will identify a point person as a Partnering Champion.

Co-Chair Mohammed Nuru shared, "This is an exciting time for all of the agencies involved, as we work with our industry partners to improve the culture of our construction projects. We're looking forward to reduced claims and improved budget, schedule, safety and quality on our jobs as we work closer together. I especially want to thank the International Partnering Institute for their support and guidance which was critical to developing these new policies."

Added Co-Chair Mike Ghilotti "We are pleased with the incredible progress of this committee in just a few short months. When the City and County approached us with a partnering structure based on work done by IPI Committees, we knew that they were serious about really improving the culture of their construction program and improving the business environment for contractors and subs working in San Francisco."

IPI is very excited to have contributed to this partnering effort and we look forward to working with San Francisco and other owners to establish Collaborative Partnering on future construction projects!

IPI Owner's Toolbox

IPI has launched [the IPI Owner's Toolbox Website](#). The website is a vital resource for agencies, municipalities, and other project owners seeking to adopt a collaborative culture on their construction projects. The "Toolbox" comprises a series of must-haves in order to help your agency ensure project success through the collaborative approach. The tools IPI Committees have already created include:

Sample Partnering Specifications: industry best practice is that the owner embeds partnering into their contract bid language so the prime contractor and subs understand from the outset that this job will be built in a collaborative way. IPI has already completed specifications for Vertical Projects and is finalizing specifications for Horizontal Projects.

The IPI Partnering Project Matrix (below): the Matrix serves as a Partnering menu. Before a job is let by an



agency, it is important to acknowledge the risks inherent to that project. The Matrix provides a program-wide system for identifying potential risks and establishing the proper partnering investment for each project. It is very important to recognize that Collaborative Partnering is not a process where you can pick and choose what elements you will select—only through adopting the entire program and consistent follow-through will you be able to ensure collaborative culture change on your projects.

IPI Partnering Potential Indicator (PPI): this is a tool developed by IPI CEO Sue Dyer to help project teams determine what level of partnering their job requires. Oftentimes, project teams underestimate potential risks on a project including geography, political issues, or pre-existing conflicts from prior jobs built by the contractor and the owner. Using the PPI will allow your team to identify and discuss those risks openly and design a partnering plan to help ensure outstanding project results!

Coming Soon: IPI committees are developing Owner's Guidance for the Specifications, Partnering Field Guidance, IPI Facilitator Guidelines, partnering training, and other tools to help ensure that your program can adopt partnering effectively from the outset.

IPI Horizontal Construction Project Partnering Matrix

Level	Site (Name or Number)	Complexity	Political/Regulatory	Geography	Contractual/Programmatic	Estimated Level of Partnering Investment	Estimated Benefits and Appropriateness for Partnering	Partnering Elements
1	Small (Less than \$10M)	Low Complexity	Low	Low	Low	Low	Low	Basic Partnering Elements
2	Medium (\$10M - \$50M)	Medium Complexity	Medium	Medium	Medium	Medium	Medium	Intermediate Partnering Elements
3	Large (\$50M - \$100M)	High Complexity	High	High	High	High	High	Advanced Partnering Elements
4	Very Large (\$100M+)	Very High Complexity	Very High	Very High	Very High	Very High	Very High	Comprehensive Partnering Elements

IPI Horizontal Project Partnering Matrix

IPI Partnering Awards... Apply Today!

The IPI Awards Applications are available [here](#) and will be accepted until **February 15, 2013**.

IPI offers Awards for Project Teams:

The IPI John L. Martin Partnered Project of the Year

For the IPI Partnered Project of the Year Awards applications are divided into 6 categories. Each category is defined by project budget and sector – so your project will compete with jobs of similar size and type. Make sure to get your team together and apply for the world's only International Partnering Award.

IPI also offers 4 Industry Awards:

The IPI Partnering Champion Award

The Strategic Partnering Achievement Award

The Excellence in Partnering Facilitation Award

The IPI Chairman's Award

For full explanations of the Awards or to download an application, visit

http://www.partneringinstitute.org/partnering_awards.html



IPI Welcomes New Members!



The Walsh Group

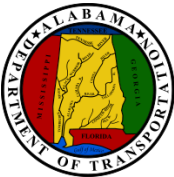
IPI warmly welcomes [The Walsh Group](#) (and R&L Brosamer) as our newest Contractor Member! Based in Chicago, the Walsh Group is one of the U.S.'s top Design/Build and P3 Contractors in both vertical and heavy engineering construction. In 2012, the Walsh Group received a 2011 Diamond-Level Partnered Project of the Year for their contributions to the Sacramento International Airport Terminal B project. We are so pleased to add this organization to our growing list of Contractor Members dedicated to construction culture change.

San Francisco Department of Public Works



IPI is excited to announce that the [San Francisco Department of Public Works](#) has joined as an Owner Member. SFPW has been a leader in the City and County of San Francisco's effort to establish a formalized partnering program across the six Departments. We are honored to serve this organization who plays a large role in delivering both vertical and horizontal projects in and around the City of San Francisco.

Alabama DOT



IPI is making its way South! We are very excited to announce IPI's first Owner Member located in the southern United States and we look forward to serving them and their partnering needs. [Alabama DOT](#) will be busy in 2013 with 3 ongoing projects on the I-20 and 3 projects on the I-59. To learn more about their ongoing construction programs, click [here](#).

Contra Costa Transportation Authority



IPI is very excited to welcome [Contra Costa Transportation Authority!](#) The CCTA was originally formed to manage a half-cent sales tax increase in 1988 and was recently renewed to continue through 2034. The CCTA provides funding and oversight to design and construction projects included in Contra Costa County's Growth Management program in both highway, and transit systems (like the Measure J-funded SR-4 widening projects) and has great experience partnering with Caltrans, contractors and regional stakeholders on projects.

IPI Member Anniversaries... we love our Members!

4th Anniversary

Connecticut College – Dec. 9th

Granite Construction – Dec. 31st

3rd Anniversary

Virginia DOT – Nov. 18th

Flatiron West, Inc. – Dec. 2nd

C.C. Myers, Inc. – Dec. 31st

2nd Anniversary

DCLG, Inc. – Jan. 6th

East Bay Municipal Utilities District – Jan 31st

City of Walnut Creek – Feb. 8th

Center for Conflict Resolution, Salisbury University – Feb. 13th

City of San Jose – Feb. 16th

Carr, Swanson, & Randolph, LLC – Feb. 28th

IPI Members in the News

Aditazz – Innovative Hospital Design firm and co-winners of the Kaiser Small Hospital Big Idea contest launches [new website!](#)

Caltrans – Excellence in Partnering Award Applications and Success in Motion Partnering Award Applications are available [here](#).
Also – check out [Caltrans Collaboration](#), the new Caltrans Partnering Program newsletter!

C.C. Myers, Inc. – Completed two arch bridges in 2012. The [Spanish Creek Bridge](#), an open spandrel arch bridge near Quincy opened in July and is one of the longest conventionally-reinforced concrete spans in California. The bridge replaced the original steel truss structure built in 1932 and earned a 2012 Caltrans Partnering Success in Motion Gold Award en route to finishing one year early.

In Reno, Nevada, the [Galena Creek Bridge](#) is the longest cathedral arch bridge in the world at 1700-feet long with a nearly 700-foot supporting arch. A cathedral arch has no columns going from the arch itself up to the superstructure or deck. This five-year long venture, is one of nine bridges completed on an 8.5 mile section of the I-580 in Washoe County.

DeSilva Gates Construction – Outstanding Partnering effort contributes to Lincoln SR 65 Phase I project successfully opening 6-months early! To learn more about the \$325M Program of Caltrans/South Placer Regional Transportation Authority Projects, check the [Caltrans press release](#) or [Project Information Page](#) through Caltrans D3.

Flatiron Construction – The Audubon Bridge Project in St. Francisville, LA has been named the [2012 Best Transportation Project of the Year](#) by Engineering News Record (ENR).

Ghilotti Bros., Inc. – Recently received the Caltrans ROCIP/Liberty Mutual Loss Control Silver Safety Award for US Highway 101 - Wilfred Avenue Interchange, Rohnert Park Project. For more info, please visit the GBI's website: http://www.ghilottibros.com/blog/GBI_News.

Granite Construction – Recently were selected to build two of the nation's largest Mega Projects. In December, Texas DOT announced the Granite JV Bid as Best Value for [IH-35E Mega Project](#) in Dallas, TX. and the New York State Thruway Board selected the Granite JV Team to build the [Tappan Zee Bridge Replacement Project](#) in New York. The Tappan Zee Bridge will be New York State's largest bridge project in history.

Maryland SHA – the Maryland Quality Initiative (MdQI) Steering Committee celebrates 20 years of continuous quality improvement and Partnering on January 30-31 at the [MdQI Conference](#).

Ohio DOT – Launches new "[Don Conaway Partnering Awards](#)" as part of a state-wide partnering reinvigoration.

Orange County Transportation Authority (OCTA) - [welcomes new CEO, Darrell Johnson](#) effective March 1, 2013.

The Walsh Group/R&L Brosamer, Inc. – An important contributor to the Presidio Parkway Public-Private-Partnership (California's first P3 highway project), IPI's newest Contractor Member has effectively used Partnering to make this phased project a great success so far. Learn more about this historic project [here](#).

IPI Calendar of Events (all times in PST)

JANUARY

- IPI Facilitator PEG –
Thursday 1/3/13 10am-noon
- IPI Vertical Construction Committee –
Thursday 1/17/13 8-9am
- IPI Horizontal Construction Committee –
Friday 1/25/13 8:30-9:30am
- IPI Research Committee - TBD

FEBRUARY

- IPI Vertical Construction Committee –
Thursday 1/14/13 8-9am
- IPI AWARD APPLICATIONS DUE –
Friday 2/15/13 5:00pm**
- IPI Horizontal Construction Committee –
Friday 2/15/13 8:30-9:30am



2012 IPI Partnering Champion
C.C. Myers, Inc.



Caltrans 2013 Excellence in Partnering Award and 2013 Success in Motion Partnering Award Applications are due **Tuesday January 15th**. Apply Today! [\(click here\)](#)

International Partnering Institute

291 McLeod St.
Livermore, CA 94550

Phone

(925) 447-9100

Fax

(925) 449-0945

E-mail

ED@partneringinstitute.org

*Working to make
construction a culture of
partnership!*

**IPI Founding Members**

C.C. Myers, Inc.
Flatiron
Ghilotti Bros, Inc.
Granite Construction Co.
San Francisco International Airport
Skanska USA, Civil
OrgMetrics

Get Involved... Wishing will make it so!

IPI works because our members don't just wish things were different. Our members volunteer their time, money, ideas and energy toward supporting our mission to change the culture of construction from being adversarial to collaborative. We believe our mission is critical. We work hard to push our movement forward. Each member is essential. Each member is special and adds to the whole of our abilities and perspective.

IPI Memberships are not individual memberships, but organization-wide memberships. We need as many people as possible to get involved! You can join a committee, help with an event, help us with fundraising (we are a charity!), recruit members, apply for an Award, or write an article, paper or press release. There are dozens of things we could do with your help!

**To explore how YOU and your organization might be able to help,
please check out the [IPI WISH LIST!](#)**

Sign up or Donate by visiting our website

www.partneringinstitute.org

E-mailing

or calling us at

(925) 447-9100

About us

International Partnering Institute is a 501(c)3 non-profit Charity organization committed to construction culture change. We provide education, training, conduct research, and promote non-adversarial models of negotiation for the construction industry. We serve our Member Organizations and are steered by the IPI Board of Advisors.

IPI Board of Advisors

John Martin

Chairman, IPI Board of Advisors
San Francisco Int'l Airport
Airport Director

Larry Anderson

DLCG, Inc.
Midwest Regional Coordinator

Pierre Bigras

PG&E
Director for Construction
Mgmt. of Gas Transmission

Larry Eisenberg

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Mark Leja

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Transportation
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Zigmund Rubel

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Stuart Seiden

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Manager

Todd Sutton

Skanska Civil, USA
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David Thorman

CA Div. of the State Architect,
State Architect, Ret.

Curt Weltz

Walsh Group
Regional Manager

Sue Dyer

Chief Executive Officer, IPI
President, OrgMetrics

Rob Reaugh

Executive Director, IPI