Virtual Forum

Partnering Program Profile
Nevada Department of Transportation (NDOT)

Presented by Lisa Schettler –
NDOT Partnering Program Manager

Moderator: Dana Paz, IPI
Getting Started
Inspiration from other States and IPI

• Websites
• Conversations
• Trainings
• Meetings
• IPI Owner’s Roundtable
• Resources
• Talking with facilitators
NDOT Partnering Program Timeline

Partnering is our way of doing business

2009
Program Kick-Off
- Professional Consultant
- NDOT Partnering Program Manager
- Specs

2010
NDOT Partnering Program Guide
First Training Sessions

2011
NDOT Excellence in Partnering Awards Ceremony

2012
Dedicated NDOT Partnering Website Page

2014
NDOT/FHWA Partnering Best Practices Project

2015
NDOT Steering Committee
Dispute Resolution Working Group Formed

2016
Website Page Updated to Include Facilitator List with Resumes
Organizational Practices Adopted

• Leadership Commitment
• Create a culture of partnering - our way of doing business
• Partnering on all projects
• Professionally facilitated partnering required for projects > $10 million
• Training /Train-the-Trainer
• Measurement and monitoring
• Recognition and awards
Partnering Success Factors:

- Designated partnering team with defined roles and communication plan
- Partnering Training *(optional)*
- Team charter with mission, goals, and guidelines
- Identify risks and stakeholder interests
- Action items and assigned follow-up
- Measurable periodic feedback
- Interim project evaluation *(quarterly is recommended)*
- Formal project close out
- Project evaluation / Award application
Partnering Process

Initial Partnering Meeting/Session
- Format Depends on Size and Complexity of the Project
- Participation of Executives
- Training option
- Establish Goals/Charter
- Issue Resolution Plan
- Identify potential project specific issues
- Commitment to goals, plans and action items
- Agree upon monitoring of the partnering process
Partnering - Project Kick-Off Meeting

To achieve each of these goals the partners have developed the following strategies:

**Safety**
- No Lost Time Accidents
  - Regular morning tailgate meetings
  - Everyone washes out for everyone
  - Utilize PPE at all times
  - Well maintained traffic control
  - Be aware of your surroundings
  - Maintain fire awareness and keep fire suppression equipment on hand
  - Properly plan work through pre-activity/meetings and ensuring we are all on the same page
  - Use caution and awareness during slope stabilization
  - Discuss work plans with flaggers
  - Be familiar with OSHA requirements

**Improved/Maintained Traffic Flow**
- Keep public informed
- Good relationship with the sub-contractors
- Observe traffic flows
- Maintain traffic control items
- Use Dynamic Message Signs (DMS)
- Coordinate with the traffic flow direction/keep traffic flow
- Have accurate traffic control for current work in progress
- Reduce/relocate work zones when appropriate
- Pause downhill – coordinate the sequence of events
- Use a pilot car at all times
- Coordinate with Reno Roads and the Traffic Incident Management (TIM) Coalition
- Keep Public Information Officers (PIO) informed
- Utilize Nevada Highway Patrol (NHP) in work zones

**Schedule**
- Project Completed in 2014
  - Stakeholder buy-in
  - Good allocation of resources
  - Timely resolution of issues
  - Honor commitments
  - Work together to promote teamwork
  - Do it right the first time

**Timely Submittals/Approvals**
- Have a good schedule
- Ensure clear deadlines are communicated and met
- Good communication with sub-contractors and NDOT
- Talk to NDOT Headquarters folks
- Clearly define expectations and timing
- Strive to maintain minimum turn-around time
- Identify contacts and backup personnel
- Ensure submittals are complete and timely

**Quality**
- No ReWORKs
  - Meet the specifications
  - Proper planning
  - Do it right the first time
  - Ask questions – Communicate
  - Maintain good documentation
  - Ensure NDOT and Granite’s QC programs collaborate

**High Quality Workmanship**
- Meet Specifications
- Regular and timely inspections
- Use quality materials
- Good Contractor QC

- Take pride in what you are doing
- Think about impacts to maintenance

**Correct Maintenance Issues**
- Review project with maintenance supervisor
- Identify issues and be proactive to address the issues
- Determine icing issues
- Identify drainage issues
- Address as work moves
- Involve contractor in resolutions

**Communication – We will maintain open and productive communication**
- Remain open and honest with our communications and be upfront
- We must listen actively to what our partners are saying and be open-minded
- Identify issues early and resolve quickly

**Budget – We will stay within budget**
- No current issues stand in the way of meeting all of our budgetary concerns
- Quotations will be compared daily
- Bi-weekly pay estimates are to be discussed when submitted.
- If there is any extra work that will be required immediately notify your partners.

**Environmental – We will incur no Environmental Citations**
- No Environmental Citations
  - Good SWPPP Plan
  - Be Proactive
  - Anticipate storm events
  - Good inspections
  - Utilize resources
  - Good housekeeping and clean-up
  - Maintain BMP’s
Project Team Charters

**PROJECT CHARTER**
NDOT 3372, I-80 Residuum, Lovelock, NV
Granite Construction Company and Nevada Department of Transportation

We will work together as a team dedicated to constructing a quality project in accordance with the contract. We are committed to employee and public safety, protection of the environment, and a successful project for all. We intend to deal with each other in a fair, reasonable, trusting, and professional manner. To accomplish this, we will

**COMMUNICATION & DECISION MAKING OBJECTIVES**
- Have frequent, open, and honest communications
- Make decisions in a timely and fair manner
- Implement the Foe Resolution process and escalate quickly when needed

**PERFORMANCE OBJECTIVES**
- Construct project in compliance with the plans and specifications
- Promote the highest-quality workmanship
- Handle work changes expeditiously
- Maintain environmental compliance
- Hold monthly Partnering Review Meetings
- Finish project on time, within combined budget goals, and with a fair profit for the contractor
- Provide safe, enjoyable, and enthusiastic work environment
- Complete project with no unresolved disputes
- Take pride in our performance

*Does NOT Replace the Contract*

**Signing the Charter is a not a Legal Action**

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**Project Partnering Charter**

On May 20, 2014, the Partners of the Mount Rose Highway Project (Contract 3558) Team committed to working as a team to successfully complete the project. We will conduct business in an open and fair manner. We will be proactive in identifying issues and work together to resolve the issues. We will have a successful project we can all be proud of, and agree to meet the following goals:

- **Safety** – No Lost Time Accidents and we will maintain traffic control
- **Schedule** – We will finish in 2014 through implementation of an accelerated schedule and timely submittals and approvals
- **Quality** – No rework through high quality workmanship and by correcting maintenance issues
- **Communication** – We will maintain open and productive communication
- **Budget** – We will stay within budget
- **Environmental** – We will incur no Environmental Citations
- **Public relations** – We will maintain good public relations by keeping the public informed and by improving and maintaining traffic flow
- **Contract Compliance** – We will meet DBE goals & ensure complete and timely payroll submittals
- **Partnering Award** – Through outstanding partnering efforts we will complete an exceptional project worthy of partnering awards

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**Signature Page**

[Signatures of partners]
Issue Resolution Ladder

• Ensures Timely Decisions
• Prevents Issues From Languishing, Impacting Cost and Schedule
• Based on a Predetermined Hierarchy
• Managed and Monitored by Project Leadership
• Maintains Respect and Relationships
Issue Resolution Process

Lessons Learned:

• Issues are Not Escalated Soon Enough
• Issues Must be Jointly Escalated
• Too Many People Involved in Issue Resolution Meetings
• Poor Communication Back Down the “Ladder” Results in Misunderstandings
Team Evaluation Process

- Based on the Team Charter and Project Goals
- Conducted and Discussed on a Regular Basis (usually monthly)
- Evaluates Team and Project Performance
- Identifies Areas Needing Improvement
- Trends Reflect How Well the Team is Working Together
Team Evaluation Process

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<th>Goal</th>
<th>Rating</th>
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<tr>
<td>Safety</td>
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<tr>
<td>Schedule</td>
<td>3.7</td>
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<td>Quality</td>
<td>3.8</td>
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<td>Communication</td>
<td>3.9</td>
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<tr>
<td>Budget</td>
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<tr>
<td>Environmental</td>
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<tr>
<td>Public Relations</td>
<td>4.1</td>
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<td>Contract Compliance</td>
<td>4.3</td>
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<tr>
<td>Partnering Award</td>
<td>4.5</td>
</tr>
<tr>
<td><strong>Average Project Rating</strong></td>
<td>3.9</td>
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**Contract 3558 - Mt Rose Highway Mill & Pave**
August 2014 Partnering Survey Report

**Additional Comments:**

<table>
<thead>
<tr>
<th>Safety</th>
<th>None</th>
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</table>
| Schedule | • Responsive to submittals & approvals, but many contract plan adjustments have caused delays  
• On track, however, due to large amount of additional drainage work, schedule could slip |
| Quality | None |
| Communication | • Contact is made on a daily basis (with management), no matter what situation |
| Budget | • Lots of added work, quantity overruns, inadequate pre-design reviews  
• Due to poor design (quantity overruns/additional work) in every facet of plans, budget exceeds contingencies big time |
| Environmental | • Worked closely with District and NDEP personnel |
| Public Relations | • Thanks to thinking ahead and NDOT PIO |
| Contract Compliance | None |
| Partnering Award | None |
| General Comments | • Although the project has an enormous amount of errors and omissions, the team's positive attitude and open communication have kept the early completion goal on track. In addition, this has created a stronger teamwork/think-outside-the-box atmosphere which is evident in everyone's work!!  
• Project Team works well together  
• Project has encountered some issues with drainage design, but project team is working together to address and resolve these issues while still striving to complete the project in 2014 |
Partnering Program Training – Train the Trainers

NDOT & Industry Three-Phase Training:
Senior Management
Mid Management
Project Level
Recognition and Celebration of Partnering Achievements
Partnered Project Awards
The Partnering Program is a structured process to help avoid and resolve potential construction-related conflicts and delays. The program has the following major components that are enacted through professional partnering facilitators on all NDOT projects exceeding $10 million (recommended for projects between $1 and $10 million).

- Performance measures
- Formal dispute resolution procedures
- Measurable return on investment for taxpayers
- Awards and recognition

The partnering program has four major goals:
1. Produce quality projects
2. Deliver projects ahead of schedule or on-time
3. Produce projects within budget
4. Increase worker safety

Partnering has been used in many industries as a tool to help manage projects, help identify problems and overcome potential conflicts. The state of Nevada's transportation construction partnering program will help the state continually build quality transportation infrastructure projects for Nevada residents and visitors.

For more information, refer to the NDOT Partnering Guide.

Announcements

11.20.2016
The Excellence in Partnering Awards Application for 2016 is now available. Submission deadline is February 10, 2017. For more information on the Excellence in Partnering Awards program and eligibility, click here.

09.08.2016
The Nevada Department of Transportation and the Federal Highway Administration are postponing the Partnering Conference scheduled for September 26-28, 2016 in Reno, Nevada in order to align efforts with FHWA’s Every Day Counts (EDC) Initiative #4 – Construction and Partnering.

We are looking to reschedule in the Spring of 2017 and will be reaching out once again as time gets closer. Thank you all for your interest and we apologize for any inconvenience this may have caused.

01.29.2016
The Partnering Program Facilitator List is now available. Go to the link on the right menu bar or click here for details.

Contact:
Partnering Program Manager
Lisa Scheltek, P.E.
NDOT Construction
Phone: (775) 887-7946
Email: Lscheltek@state.nv.us
## Partnering Program Facilitator List

### Notes:
- For information not shown, contact Lisa Scheckel, Partnering Program Manager at (775) 684-7496 or [Scheckel@dot.state.nv.us](mailto:Scheckel@dot.state.nv.us).
- Notify the Partnering Program Manager if any of the information shown is in error.

<table>
<thead>
<tr>
<th>Company</th>
<th>Phone</th>
<th>Address</th>
<th>Facilitator</th>
<th>E-Mail</th>
<th>Resume / Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATT Systems</td>
<td>702-347-3280</td>
<td>8240 Moorcroft Ave, Westlake, CA 91323</td>
<td>Dennis Girken</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
<tr>
<td>Creative Alliance, LLC</td>
<td>702-368-1005</td>
<td>1042 N. El Centro Rd, Ste 841, El Centro, CA 92243</td>
<td>Leonard Steinberg</td>
<td>Click Here</td>
<td></td>
</tr>
<tr>
<td>Global Leadership Alliance (GLA)</td>
<td>760-254-0401</td>
<td>3095 Beacon Blvd, West Sacramento, CA 95691</td>
<td>Sam Haasen; Phil George, P.E.</td>
<td>Sam Haasen; Phil George, P.E.</td>
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</tr>
<tr>
<td>Green Corp, Inc.</td>
<td>760-930-0461</td>
<td>13848 Lathrop Ave., Suite 120, Riverside, CA 92501</td>
<td>Dennis Green</td>
<td>Click Here</td>
<td>Click Here</td>
</tr>
<tr>
<td>Harris &amp; Associates</td>
<td>775-481-2200</td>
<td>1817 Stewart St, Ste 10, Carson City, Nevada 89701</td>
<td>Paul Booth</td>
<td>Click Here</td>
<td></td>
</tr>
<tr>
<td>Jacques &amp; Associates</td>
<td>702-310-9022</td>
<td>231 North 200 West, Orem, Utah 84057</td>
<td>Sydne Jacques, P.E.</td>
<td>Click Here</td>
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</tr>
<tr>
<td>JAC Group</td>
<td>702-592-3324</td>
<td>6725 Locust Dr, Las Vegas, NV 89122</td>
<td>Stephen Miller</td>
<td>Click Here</td>
<td></td>
</tr>
<tr>
<td>Kennedy Consulting</td>
<td>702-347-3778</td>
<td>1357 Stanley Ln, Schenectady, NY 12306</td>
<td>Eric Kennedy</td>
<td>Click Here</td>
<td></td>
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<tr>
<td>Mark McHale, Inc.</td>
<td>702-310-6001</td>
<td>8021 Southpark Cir, Ste 100, Littleton, CO 80120</td>
<td>Thomas C. Caven</td>
<td>Click Here</td>
<td></td>
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<tr>
<td>Ogilvennes, LLC</td>
<td>702-499-8300</td>
<td>291 Mciand St, Livermore, CA 94551-3211</td>
<td>Sam Dyer</td>
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Collaboration with Industry

- Beyond the Projects
- Quarterly Meetings with AGC
- Relationships Maintained
- Working Groups
- Steering Committee
- Emergency Operations
Keeping the momentum and improving the program

- Steering Committee - Leadership
- Promoting the attitude
- Inspiring ownership of the process
- Engaging partners and champions
- Training and outreach
- Innovation and networking
- Improving the program
- Outsourcing facilitation and development of the program
- Updating resources
Objectives:

The first objective of this project would be to identify best practices in advanced partnering across the nation. This would be accomplished by developing and administering a survey of all 50 states. Leaders in the use of partnering would then be identified and interviewed and copies of supporting materials collected (i.e. specifications, forms, training materials, etc.) documenting their practices. These practices and supporting documents will be collected and proceedings generated will document the current state of the art in partnering nationally. These documents will then be made available nationally on the FHWA Construction website for all to learn from and advance.

The second objective would be to organize a national conference highlighting the top two or three state of the art practices in partnering. This event will be organized in 2015. The conference will present the need for partnering and how these leaders are supporting and advancing the use of partnering on highway construction projects.
Tuesday, April 4th, 2017 Pre-conference Training
1:00 p.m. – 5:00 p.m.

Session #1 – Partnering & Alternative Delivery – “It’s a Different Approach” – (Presenters: Renee Hooekstra, Managing Partner, RHA; LLC & Julie Kliwer – ADOT)

Session #2 – Revitalizing/Kick-Start Your Partnering Program – (Presenters: Chase Wells, Statewide Partnering Coordinator, Ohio DOT; Jeff Freeman, Asst. Construction Engineer, NDOT; Ken Solak, HQ Partnering Manager, Coltran)
5:30 p.m. – 7:00 p.m. – Registration/Hosted Meet & Greet

Wednesday, April 5th, 2017 – Conference 7:30 a.m. – 4:30 p.m.
7:30 a.m. – 8:00 a.m. Networking Breakfast
8:00 a.m. – 8:10 a.m. – Welcome
8:10 a.m. – 9:00 a.m. – Keynote Address (Tony Forst, Chief Innovation Officer, FHWA; NDOT Rudy Maffson, Director; Brian Deery, Sr. Director Highway & Transportation, AGC National; Rich Juliano, Director, ARTBA)
9:10 a.m. – 9:45 a.m. – Partnering Survey Results Overview – Identifying a successful program, (Presenter: Lisa Schettlert, Construction Partnering and Consultant Program Manager, NDOT)
9:45 a.m. – 10:45 a.m. - The Value of Partnering (Panel – John Carlson, Sr. Vice President Sundt Construction, Jeff Clyde, W.W. Clyde, Chase Wells, Statewide Partnering Coordinator Ohio DOT, Randy Park, Project Development Director, UDOT)
11:00 a.m. – 12:00 p.m. – Partnering – Opening Doors to Better Communication & Collaboration (Breakout table discussions)
12:00 p.m. – 1:30 p.m. – Lunch and Speaker – Meagan Johnson, Zap the Gap

Meagan tackles the generational challenges, myths and misunderstanding head on. Unwilling to accept standard by-the-book Generalized Generalizations, Meagan demonstrates to audiences, through her own in depth research and program customization, that all generations have differences and strengths that go beyond mere age and appearance. Move beyond complaining about the generations and revisiting old generational information.
1:30 p.m. – 2:15 p.m. – Partnering & Alternative Delivery – Overview – (Presenter – Renee L. Hooekstra, Managing Partner, RHA, LLC)
2:15 p.m. – 2:55 p.m. – Skills & Processes Required to Develop Good Partners (Moderated large group discussion)
3:30 p.m. – 4:30 p.m. – Partnering in Today’s Digital World and E-Construction, The Good and the Bad – (Presenter – Rob Wight, State Construction & Materials Director, UDOT)
4:45 p.m. – 6:00 p.m. – Hosted Networking Session

Thursday, April 6th, 2017 – 7:30 a.m. – 1:00 p.m.
7:30 a.m. – 8:30 a.m. – Continental Breakfast
8:30 a.m. – 9:30 a.m. – Risk Based Partnering – A new approach – (Presenter: Renee L. Hooekstra, CVS, Managing Partner, RHA, LLC)
9:30 a.m. – 11:00 a.m. – Keeping the Momentum Going During a Project (Panel)
11:15 a.m. – 12:00 p.m. – Closing – “Gambling on Partnering – the Odds Are in Your Favor” – (Presenter – Debra Brick, Former ADOT Deputy Director; Amanda McGinty, Sr. Vice President, AZAGC)
12:00 p.m. – 1:30 p.m. – Lunch (Moderators Report out from Tuesday’s breakout sessions)
1:30 p.m. – Adjourn – Journey Home

Register today at:
http://projectteamintegration.com/home-2/innovative-effective-partnering/
or call 800-480-1401

Every day counts
An Information Partnership with Students
Thank you!

Questions?

Lisa Schettler, P.E.
Construction Partnering & Consultant Program Manager
Nevada Dept. of Transportation || Construction Division
1263 South Stewart Street-Carson City-NV 89712
(775) 888-7496
lschettler@dot.state.nv.us

IPI is Collective Wisdom

- Research
- Development
- Education
- Guidance
- Networking
- Training
What stood out to you?

www.partneringinstitute.org

Dana Paz, Executive Director
danapaz@partneringinstitute.org
291 McLeod St.
Livermore, CA 94550
(925) 447-9100