



VENTURA

CONSULTING GROUP



Contact Information:

Neal Flesner
Tel: 310.597.0403
neal@venturaconsulting.com



The contents of this document are proprietary and should not be duplicated or shared without the express permission from Ventura Consulting Group.



December 2014 - Carlin Tunnels

Contents

- Consultant Profile
- Relevant Experience
- VCG Overview
- Examples of Deliverables
- ROI of World Class Team
- World Class Teamwork

Contact Information:

Neal Flesner

Tel: 310.597.0403

neal@venturaconsulting.com



S. Neal Flesner



neal@venturaconsulting.com

Los Angeles, CA

Tel: +01.310.597.0403

Mr. Flesner serves as a Facilitator, Change Consultant and Strategic Marketing Director for the firm. He is a proficient problem solver and communicator who excels in the development of management principles, practices and methodologies. Mr. Flesner's expertise and knowledge allows him to successfully manage projects from concept through planning, implementation, and review. He has almost two decades of experience in the leadership and management of high performance teams within small and large organizations. This essential experience helps him to ensure proper communication and teamwork among project stakeholders. Mr. Flesner is consistently recognized for his ability to employ critical and creative thinking processes to facilitate profitable business decisions.

Mr. Flesner is an active member of the U.S. Green Building Council, the Associated General Contractors of America, The Southern California Chapter of the Construction Management Association of America and The International Partnering Institute. Mr. Flesner has facilitated partnering programs around the world and his client list includes: NAVFAC, USACE, Caltrans, The Nevada Department of Transportation, The University of California Systems, The University of Maryland, Los Angeles Unified School District, The US Bureau of Water Reclamation and many more. In addition, Mr. Flesner has consulted for many global companies which include: Anheuser-Busch, The Coca-Cola Company, Bank of America, Pepsi Co., GMAC Financial Services, Sara Lee Foods, Toyota, Adidas, ADT, Anschutz Entertainment Group, The Los Angeles Galaxy, The Los Angeles Kings and the United States Olympic Committee.

Mr. Flesner received his MBA from the Charles Lundquist School of Business at the University of Oregon and graduated Cum Laude from the University of Missouri.

- [IPI Master Facilitator](#)
- MBA, University of Oregon 2003
- LEED Certified Associate
- Facilitated over \$500mm NDOT Projects since 2010
- Organizational and Management Consultant +20 years experience



NDOT Success Stories

January 2013 - Q&D and NDOT Complete Project 4 Years Early



“Our partnering goal was July 1 2013. Contractually we had 220 working days. We probably used 165 days. That isn’t the whole story though. In 2011, we only worked 55 days, or so. Without partnering we probably would have worked 70 days this year. The result of the community outreach that started as a result of partnering also enabled us to work longer hours every day. At the end of the day, getting everyone together for eight hours, allowed this job to be completed in 2012 instead of mid year 2015 IF we had dry winters for the next three years.” Jeff Bean, Q&D Construction

June 2013 - Q&D Construction Wins NDOT Partnering Award



Q&D Construction recently was awarded a Silver Partnering Award for their efforts on the NDOT 3477 Project which took place in 2012 in Winnemucca, Nevada on the I-95. Nevada faces a multibillion-dollar transportation funding deficit. Meanwhile, transportation projects grow more complex, potentially leading to construction-related problems or delays. To formalize an already-strong working relationship and most efficiently build Nevada’s needed transportation infrastructure, NDOT and the contracting community have jointly instituted a partnering program. The partnering program is a structured process to help avoid and resolve potential construction-related conflicts and delays.

March 2012 - VCG Presents at the 93rd Annual AGC National Convention in Honolulu, HI



On Thursday, March 15th, Jim Eisenhart and Neal Flesner along with Mr. Gerry Majkut of DCK Worldwide and Mr. Wayne Lindholm of Hensel Phelps Construction, presented “Raising the Bar on Construction Teamwork: Your Projects Best Tool for Managing Risk, Controlling Cost & Achieving Overall Project Excellence & Personal Fulfillment.

Mr. Majkut & Mr. Lindholm shared their experiences on the distinction between just good and truly World Class Project Teams on construction projects. In addition to the discussion on the value of World Class Teams, the panel discussed and shared experience



Relevant Projects Facilitated by Neal Flesner



NEVADA DEPARTMENT OF TRANSPORTATION PROJECTS					
Contract	Value (\$M)	General Contractor	Workshop Date	Resident Engineer	Project Manager
NDOT 3390	13.5	Las Vegas Paving	Mar 8, 2010	Sami Alhwayek	Ryan Mendenhall
NDOT 3412	20.1	Las Vegas Paving	May 4, 2010	Gary Williams	Ryan Mendenhall
NDOT 3410	5.5	Aggregate Industries	May 14, 2010	Martin Strganac	Brian Martinez
NDOT 3400	7.6	Q&D Construction	May 17, 2010	Stephen Lani	Jeff Bean
NDOT 3419	10.3	Granite Construction	Jul 30, 2010	Mike Brown	Will Hellickson
NDOT 3435	34.7	Aggregate Industries	Jan 25, 2011	Chris Rupinski	Brian Martinez
NDOT 3443	15.1	Q&D Construction	Apr 13, 2011	Rich Holmes	Jeff Bean
NDOT 3431	8.1	Road & Highway Builders	Apr 15, 2011	George Jordy	Guy Maher
NDOT 3421	26.1	Las Vegas Paving	Jul 20, 2011	Tim Ruguleiski	Josh Mendenhall
NDOT 3451	10.8	Aggregate Industries	Aug 17, 2011	Lynnette Meagher	Larry Groso
NDOT 3453	16.0	Fisher Industries	Sep 7, 2011	Sami Alhwayek	Joe Miller
NDOT 3471	2.4	Q&D Construction	Jan 12, 2012	John Angel	Jeff Bean
NDOT 3440	5.6	Q&D Construction	Jan 12, 2012	John Angel	Jeff Bean
NDOT 3466	18.0	Aggregate Industries	Feb 2, 2012	Don Christiansen	Ernesto Rivera
NDOT 3477	4.8	Q&D Construction	Mar 6, 2012	David Schwartz	Kevin Linderman
NDOT 3504	14.2	Las Vegas Paving	Jun 27, 2012	Glenn Petrenko	Ryan Mendenhall
NDOT CMAR	32.0	Q&D Construction	December 12, 2012	Chris Rupinski	Jeff Bean
NDOT 3530	38.9	Las Vegas Paving	May 8th, 2013	Sami Yousuf	Corey Newcome
NDOT CMAR	9.8	Q&D Construction	June 21st, 2013	Adam Searcy	Kevin Linderman
NDOT 3532	46.0	Las Vegas Paving	July 24th, 2013	Tim Ruguleiski	Danny Allum
NDOT 3546	35.6	Las Vegas Paving	Dec 4th, 2013	Jason Voigt	Jared Wagstaff
NDOT 3550	20.0	Road & Highway Builders	Feb 13, 2014	Casey Kelly	Brian Martinez
NDOT 3559	10.1	Granite Construction	May 21st, 2014	David Schwartz	Will Hellickson
NDOT CMAR	16.0	Whiting Turner	June 3rd, 2014	Lynnette Russell	Laura Burns
NDOT 3574	12.1	Q&D Construction	Aug 21, 2014	Sam Lompa	Kurt Matzoll
NDOT 3585	42.4	Road & Highway Builders	Aug 3, 2015	Ashley Hurlbut	Will Hellickson
NDOT 3604	11.6	Road & Highway Builders	Feb 22, 2016	David Schwartz	Steve Blakely
NDOT 3609	16.4	WW Clyde	Feb 22, 2016	Nick Senrud	Garrett McMullin
NDOT 3627	5.7	Q&D Construction	April 26, 2016	Kurt Matzoll	John Angel
NDOT 3263	4.8	Q&D Construction	April 26, 2016	Roy Halliburton	Jerry Vradenburg
TOTAL	\$514.2				

- 2016 IPI Project of the Year - Ruby Award - Kingsbury Grade Separation
- 2015 IPI Project of the Year - Ruby Award - Carlin Tunnels - CMAR
- 2013 NDOT Partnering Award - Silver - Coordination of Several Projects
- 2012 NDOT Partnering Award - Silver - Winnemucca
- 2011 NDOT Partnering Award - Bronze - I-80 W Lovelock Viaduct Mill & Pave



Ventura Consulting Group

Since 1992, Ventura Consulting Group has designed and facilitated partnering programs on thousands of major construction projects worldwide. Our clients have been awarded over 25 Marvin M. Black Awards for Achievement in Partnership & Teamwork Excellence on major construction projects by the American Association of General Contractors. VCG's broad and diverse experience on major construction endeavors allows us to deal with the full range of issues that can arise on complex projects. This ability enables VCG clients to achieve World Class teamwork and results on their projects with consistency and velocity.

VCG's broad spectrum of construction experience includes:

- Single project facilitation & partnering
- Large, complex construction programs
- Problem projects or team turnarounds
- Mega-projects
- Multi-stakeholder construction programs
- Single organization transformations

VCG has been extremely successful in designing processes that are tailored to meet the specific needs of the project and its stakeholders. We strive to create a process that is unique and will provide the project with this highest probability of creating a World Class team. VCG believes that the most complicated and complex programs require the most creative and collaborative process.

VCG enables project teams to clearly define for themselves the measures of World Class success on their project with input from all the project stakeholders. By establishing specific team goals that inspire and challenge the team, VCG's unique Good to World Class partnering process enables project teams to then develop the specific action plans backed by personal commitment with accountability to achieve their team goals. In other words, VCG brings this group of separate organizations together to build a project faster, less expensively, with a higher level of quality and without added stress. This process creates a World Class results for the project, organizations and each individual team member.



Nevada Project List

- McCarran International Airport Expansion - Las Vegas, NV
- Cosmopolitan Hotel & Casino - Las Vegas, NV
- RTC Southeast Connector - Phase 2 - Reno, NV
- Carson City Streetscapes Improvements - Carson City, NV
- Faraday Futures Production Facility - Las Vegas, NV
- Virginia Street Bridge - Reno, NV
- USBR - Boulder City Green Building - Boulder City, NV
- Las Vegas Convention Center - Las Vegas, NV
- Hard Rock Hotel & Casino - Las Vegas, NV
- Freedom Park - Las Vegas, NV
- Bally's Hotel & Casino - Las Vegas, NV
- Nugget Hotel & Casino - Las Vegas, NV
- Multiple Schools - Clark County School District - Las Vegas, NV

Workshop Notes

At the conclusion of each engagement with project teams, each member of the team receives a detailed set of notes that provides:

- Review of team goals
- Personal commitments to actions
- Next steps
- Defined who, what, when, where and how to move things forward
- Create small teams or meetings to create momentum

Here is a brief excerpt from a recent session on a major project with the Los Angeles Metro. This session was dedicated to Southern California Edison and their goals and commitments to our team in relation to our project.

Overall Project Partnership Goal: Substantial completion & turned over to EXPO Authority for pre-revenue Testing by March 14, 2015

Our Partnership Goals:

1. Scope certain design to SCE by May 25, 2012
2. All designs submitted to EXPO and SRJV by July 31, 2012 with exception of Colorado prelim design on 4-7 to be submitted by August 31, 2012 and Overland TBD on May 18, 2012
3. Mutually agreed upon procurement plan complete by August 31, 2012

How do we get there?

2. All designs submitted to EXPO and SRJV by July 31, 2012 with exception of Colorado prelim design on 4-7 to be submitted by August 31, 2012 and Overland TBD on May 18, 2012
 - a. Colorado 14 to 17:
 - i. By Susie: I will provide preliminary drawings out NLT 5/25
 - ii. Of Stephen: get city of Santa Monica approval regarding no design changes prior to permit – do not do this at a ‘working meeting’ and include Susie; Dave; Christian and Mark. Also discuss Olympic
 - iii. Of Larry: meet with me/Susie NLT 5/16 to mutually agree on solution re. vibration dampening

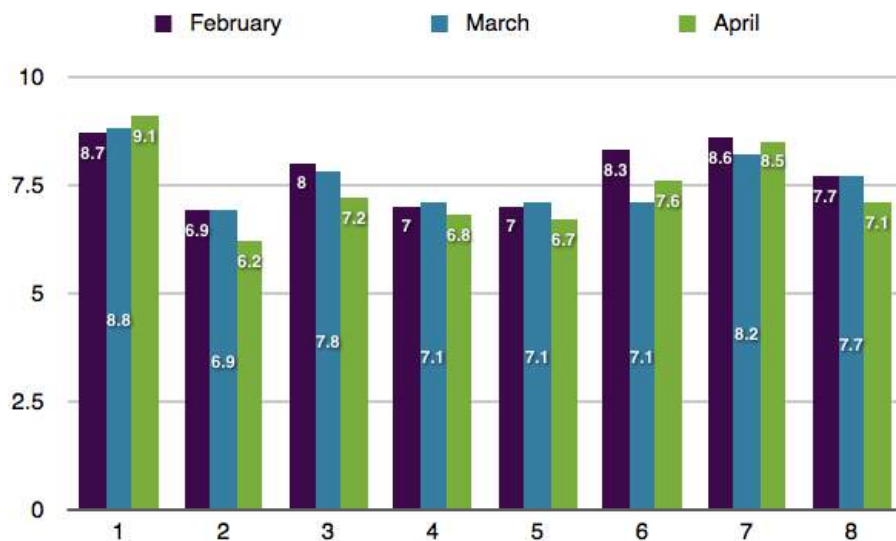
Project Performance Surveys

Throughout the duration of the project, teams are anonymously surveyed for candid feedback on team performance relative to project goals and processes. Management and team members use this information to:

- Proactively manage team performance
- Identify potential issues before they grow
- Monitor the pulse of the team

Here is an excerpt from a recent survey:

World Class Team Goals		Feb	Mar	Apr
1	SAFETY: Zero incidents.	8.7	8.8	9.1
2	CHANGES: Changes effectively managed so there are no impacts to the project schedule, the project is completed within the project budget and project goals are met.	6.9	6.9	6.2
3	SCHEDULE: Project ready for substantial completion by 5/17/13. Project meets monthly ARRA goals. Construction phase commissioning is complete at substantial completion.	8.0	7.8	7.2
4	QUALITY: Zero punch lists at substantial completion. One review per submittal. FF&E fits as designed.	7.0	7.1	6.8
5	BUDGET: Project complete within budget and contractors make estimated profit.	7.0	7.1	6.7
6	SUSTAINABILITY: Project achieves LEED Platinum.	8.3	7.1	7.6
7	AWARDS: Project wins design, construction, CM and safety awards, & wins Historic Preservation Award.	8.6	8.2	8.5
8	TEAMWORK: Built lasting relationships and the team seeks to work together again. Individuals and organizations develop professionally.	7.7	7.7	7.1



ROI of Partnering

THE ROI OF HAVING A WORLD CLASS TEAM

BUSINESS AS USUAL



EACH CONFLICT ON A CONSTRUCTION PROJECT COSTS ON AVERAGE \$11K



EACH CONFLICT COSTS A PROJECT 161 HOURS OF PRODUCTIVITY



EMAILS ARE 10X MORE LIKELY TO CAUSE CONFLICT VS. TALKING



MANAGERS SPEND 40% OF THEIR TIME DEALING WITH CONFLICT



EMPLOYEES INVOLVED IN CONFLICT MISS 10% MORE WORK

WORLD CLASS



\$343M OR 11.7% AVERAGE SAVINGS



13/20 HAD ZERO LOSS TIME ACCIDENTS



85% PROJECTS WERE ON TIME OR EARLY (17/20)



2,004 TOTAL CHANGE ORDERS – NO CLAIMS



EVERY \$1 SPENT ON PARTNERING RESULTED IN \$93 IN TOTAL SAVINGS



VENTURA
CONSULTING GROUP

SOURCE: 2012 STUDY BY CENTER FOR CONSTRUCTION RESEARCH & TRAINING

SOURCE: 2013 INTERNATIONAL PARTNERING AWARD WINNERS

WWW.VENTURACONSULTING.COM PHONE 805.650.8040



VENTURA
CONSULTING GROUP

From Good to World Class™

Your Project's Best Tool for Managing Risk, Controlling Cost, Achieving Overall Project Excellence & Personal Fulfillment

1 ➤➤➤ 2 ➤➤➤ 3 ➤➤➤ 4 ➤➤➤ 5 ➤➤➤ 6 ➤➤➤ 7 ➤➤➤ 8 ➤➤➤ 9 ➤➤➤ 10

	COMBAT PROJECT TEAMS	BUSINESS AS USUAL PROJECT TEAMS	GOOD PROJECT TEAMS	WORLD CLASS PROJECT TEAMS
A	Cutting corners where and whenever you can.	You have to keep your eye on everyone.	Good intentions that at best meet schedule, budget and quality requirements.	Measurable team goals that acknowledge, but aren't limited by contract or specs, & with specific committed actions by all.
B	Back stabbing and open hostility.	CYA mentality by all employees. Tennis, game playing, case building and posturing.	Individuals tend to suppress criticism or suggestions for improvement. Complaints are kept to oneself.	When you can meet, don't call. When you can call, don't email or write. Open, direct, verbal communication with no surprises.
C	Risks are realized and lawyers mitigate issues for their respective clients.	Push risk onto others. Defer to contract with written case building. Clean up mess at the end of the job. Profit is a bad word.	Reactive approach to risk. Your risk is your responsibility. Profit or loss never acknowledged or discussed.	Proactive & collaborative discussion of potential risks with mitigation & prevention plans. Notion of shared team risk. Profitability openly discussed and supported.
D	One excuse after another. Meetings are rare and dysfunctional.	Team members blame failures on others. Accountability is avoided.	Can be limited by circumstances seemingly beyond the team's control. Meetings are reactive.	Team and individuals own the game regardless of the circumstances. No excuses mentality. Adversity strengthens the team.
E	Every man, woman and child for themselves!	Peaceful co-existence, you do your job and I'll do mine. Live & let live.	Teamwork within traditional roles. Helps others when they ask for it.	Organizational lines are blurred & everyone is 100% accountable for everything. Help others without being asked.
F	Thinking is geared toward individual survival and collection of paperwork for potential claims and litigation.	Everyone's efforts and energy put into risk aversion or transference.	Conventional approach to work processes means and methods by contractor only.	Outside the box thinking by entire team, as a team in everything. Develop schedule as a team.
G	Intentionally taking advantage of other stakeholders' vulnerabilities.	Intentionally non-transparent. Expressing vulnerability would put you at risk.	Willing to be transparent, express vulnerability but partner's indifferent to these.	Intentional willingness to acknowledge vulnerability, express transparency and seek help if needed. Not willing to let partners fail.
H	Positioning and posturing for claims from the get go.	Disputes linger and fester. Unwilling to acknowledge mistakes or errors. Issues develop into potential claims.	No claims. Conflicts can be resolved, however the process can be painful. Job can be stalled and egos get in the way.	Conflicts resolved, or if not, quickly elevated to the next level without ill will or rancor. Still trust partner and job continues moving forward.
I	Try to get away with anything you can. Cat and mouse game.	Enforced compliance at best.	"Good" is good enough. No point in trying any harder or doing any better. Individuals do what they have done before.	Continuous improvement that is measured. Ongoing review of goals & key processes. Team members learn & grow.
J	"See you in court" or Us vs. Them. Dread coming to work. Stress & Anxiety.	Relationships are bureaucratic & stereotypical. It's just a job. Not willing to seek or offer advice.	Clients satisfied & relationships last for the life of the job. Advice may be seen as self serving.	Clients delighted & lifelong relationships created. Trusted Business Advisor. Client, CM, Inspectors as "coaches".

"I am not remotely interested in just being good."

- Vince Lombardi



VENTURA
CONSULTING GROUP