

PARTNERING SESSION REPORT

MAY 20, 2014

CONTRACT 3558

NDOT

AND

GRANITE CONSTRUCTION COMPANY



PARTNERING KICK-OFF MEETING AGENDA

Contract 3558 – Mount Rose Highway

2½” Cold Mill, 2½” Plantmix Bituminous Surface with 1” Open-Graded Wearing Course

May 20, 2014

1. Welcome (RE and PM)
2. Introductions
 - Name
 - Something about you
 - What defines a good team
3. Project Goals - What will equate to extraordinary results on our projects?
 - Safety
 - Quality
 - Schedule
 - Budget
 - What else?
4. Potential challenges and how we will overcome them
5. Personal commitments to action
6. Dispute Resolution Ladder
7. Charter
8. Maintaining and sustaining our partnership
9. Adjourn

ATTENDANCE

NDOT			
Name	Role	Phone	Email
Shane Cocking	Resident Engineer		
Dan Lightfoot	Assistant Resident Engineer		
Rick Bosch,	Asst. District Engineer		
Jeff Shapiro	Chief Construction Engineer		
Sharon Foerschler	Asst Chief Construction Engineer		
Bhupinder Sandhu	Constructability		
Jeff Palmer	Geotech		
Ron Murray	Lead Inspector, Crew 913		
Charlie Pan	Materials & Testing		
Chris Pace	Engineering Tech IV, Crew 913		
Steve Williams	Highway Maintenance Manager		
John Duke	Maintenance Supervisor I		
Doug Wright	Lead Inspector, Crew 913		
Amanda Osborne	Rotating Engineer, Crew 913		
Jeff Matovina	Lead Tester, Crew 913		
Kevin Maxwell	Roadway Design		

Granite Construction Inc.			
Name	Role	Phone	Email
Matt Cates	Project Manager		
Maverick Gibbons	Construction Manager		
Andrew Howard	Project Engineer		
Seth Johnson	Project Engineer		

PARTNERING:

The team agreed that the following strategies would promote and maintain good partnering:

- *Start with a good team and build it into a cohesive group*
- *Develop good plans and goals*
- *Remain open and honest with our communications and be upfront*
- *We must listen actively to what our partners are saying*
- *Be Proactive*
- *Learn from past mistakes*
- *Go above and beyond what's required*
- *Be open-minded*
- *Responsiveness is a key component of a successful project*
- *Don't let problems escalate – solve at the lowest level if possible, however if the problem needs to be escalated, do so in a timely manner using the dispute resolution ladder*
- *Don't focus on blame instead focus on addressing the issues and solutions*
- *Try to look at the project from your partners point of view putting yourself in others shoes*
- *Work together to solve issues*
- *Think outside the box*
- *Review your partnering goals at the weekly project meeting.*
- *Have fun together.*

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 issue. We will have a successful project we can all be proud of, and agree to meet the following goals:

- Safety - No Loss 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

Jeff Matovina Jeff Matovina
Seth Johnson Seth Johnson

James W. Johnson
Stephen Smith
Paul D. [unclear]

Chris [unclear]
Math [unclear]

[unclear]
[unclear]
[unclear]
Chris Post

Daphne Wexler
Shawn [unclear]
Andrew [unclear]
Steven R. Williams

Amandalee [unclear]
Jeff Palmer

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

Safety:

No Loss Time Accidents

- Regular morning tailgate meetings
- Everyone watches 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

Improve/Maintain 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/chief traffic flow
- Have accurate traffic control for current work in progress
- Reduce/relocate work zones when appropriate
- Pave 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 Rework

- 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

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

Budget:

- No current issues stand in the way of meeting all of our budgetary concerns
- Quantities 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

Public relations – We will maintain good public relations by keeping the public informed and by improving and maintaining traffic flow

Good Public Relations – Keep Public Informed

- Keep traffic flowing
- Well maintained traffic control
- Good usage of message boards
- Clear and concise and un-confusing traffic control
- Advanced notifications of changes
- Timely and accurate media events
- Ensure outreach to correct stakeholders, businesses, and others
- Do what you say you are going to do
- Signs for bicyclists

Contract Compliance – We will meet DBE Goals and ensure complete and timely payroll submittals

Goal: DBE Goals/ Certified Payrolls

- Contractor submits all forms
- Call Construction Office if help is needed
- Discuss at weekly meetings
- Work together on solutions if issues arise
- Maintain good documentation
- Keep everyone, including civil rights, informed of changes

Partnering Award – Through outstanding partnering efforts we will complete an exceptional project worthy of partnering awards

Partnering Award

- Use past experience as a team
- Celebrate successes
- Work together
- Meet and exceed goals

ISSUE RESOLUTION LADDER

Granite Construction Inc.

Kyle Larkin
Regional Manager

Maverick Gibbons
Construction Manager

Maverick Gibbons
Construction Manager

Matt Cates
Project Manager

John Morrow
Project Superintendent

Brian Thrailkill
Foreman

2 weeks
Executive

10 Work Days
Management

5 Work Days
Management

5 Work Days
Management

5 Work Days
Management

Close of Business
Field

NDOT

Rudy Malfabon
Director

Jeff Shapiro
Chief Construction Engineer

Thor Dyson/Rick Bosch/Sharon
Foerschler
District Engr/ HQ Construction Div

Shane Cocking
Resident Engineer

Dan Lightfoot
Asst Resident Engineer

Doug Wright/Ron Murray
Lead Inspectors

PARTNERING GOALS EVALUATION

What gets measured gets done, and these are the measurements of our goals.

Goal	5 (highest)	4	3	2	1 (lowest)
Safety	Proactive safety program, a real concern for the safety of team and public	A good safety program, no loss time accidents, few minor issues resolved quickly	Reactive safety program, but no serious injuries and minor safety concerns	Reactive safety program with minor injuries and safety concerns	Lost time accidents, very reactive to safety concerns, fatalities
Schedule	On track to finish in 2014, very responsive to submittals and approvals are in advance	Slightly ahead of schedule, submittals and approvals are timely	At schedule, submittals and approvals are timely	Slightly behind schedule, submittals and approvals are resulting in minor delays	Late project, late submittals and approvals are resulting in project delays
Quality	No rework, high quality workmanship	Very minor rework, quality workmanship	Minor rework, workmanship is adequate	Rework on a few items, workmanship adequate	Regularly require rework, poor quality workmanship
Communication	Active and open communication is maintained, issues identified early and resolved quickly	Good communication, no surprises, minimal issues, everything is worked out	Project running smoothly, some issues linger around but will be handled prior to completion	Surprises, talking only about substantial issues	Major issues, now people are staying quiet about problems they see
Budget	Meets contract value	Meets contract value and some contingencies	Meets contract value and all contingencies.	Missed the budget	Blown budget all around
Environmental	Superior SWPPP Plan , proactive, frequent & good inspections, BMP's well maintained	Good SWPPP Plan , regular inspections, BMP's adequately maintained	Some issues identified, but promptly addressed, regular inspections	BMP's and compliance sometimes lacking but addressed as time allows	BMP's not maintained, environmental citations probable
Public Relations	Concerns are addressed professionally and promptly and the public is kept informed	Generally comments are positive about the project and public is kept informed	Some complaints all handled within 24 hours, public kept informed	Generally comments are negative about the project, public outreach is lacking	The project has only bad publicity, complaints and the public is not kept informed
Contract Compliance	All submittals are complete and timely, DBE goals met	Most submittals complete and on time, DBE goals met	Some submittals incomplete and/or late, DBE goals may not be met	Submittals frequently late & need corrections, DBE goals not met	Constant issues with submittals, DBE goals are not going to be met
Partnering Award	Award ensured, superior project and team work	Award probable, project and team work good	Good team work adequate, room to improve	Breakdowns in team work and communication	Poor project, no team work evident