

OR6 @ Wilson River Loop Road Sec.

Project Team Agreement Meeting Agenda

Elting Northwest Inc., Prime Contractor

Oregon Department of Transportation, Owner

August 8, 2012

10:00 am

**ODOT Area 1/District 1 Office
350 W. Marine Drive
Astoria, Oregon**

- Introductions
 - Name and Title
 - What is your role on this project?
 - What person influenced your life the most and why?
 - What would you like to be doing ten years from now?
- Identify ODOT/Elting counterparts
- Develop Project Team Agreement
 - Major items
 - Goals
 - How goals will be met
- Finalize and sign Project Team Agreement

**OR6 @ Wilson River Loop Road Sec.
Project Team Agreement
August 8, 2012**

***We agree that these items are important to the overall success of the project.
As the project proceeds we will keep these concepts in mind.***

Safety

Safety for all workers on the project and for the traveling public.

Safety Goal: An accident-free project.

How Accomplished:

- Weekly Onsite Safety Meetings – “Toolbox Safety Meetings”
- Traffic Control Items inspected often to be visible and clean
- This is a primary route for commercial and commuter traffic, so utilize the local law enforcement and ODOT maintenance if trouble arise
- Maintain an open line of communication on site, contractor let ODOT employees know if they observe safety concerns or deficiencies in PPE etc. and vice versa.
- Elting Northwest PPE requirement is followed by ODOT employees on site: High visibility vests, hard hats and glasses in appropriate applications.
- Proper working equipment, i.e. backup alarms and lights.

Quality

Work meets quality specifications.

Quality Goal: All material and workmanship meet specs, no negative adjustments.

How Accomplished:

- Stockpile to grade be proactive in all aspects of production with regards to quality.
- Do what is in the best interest of the project when following specs.
- Keep in mind that the area is a very wet area, a flood plain.

Cooperation

Promotion of open dialogue, mutual respect, trust, and a positive outlook.

Cooperation Goal: Project team works together in a professional and friendly manner so that the job is completed efficiently.

How Accomplished:

- Communication
- Weekly Site Meetings

Issue Resolution

Questions, conflicts, and problems do not interfere with a successful project.

Issue Resolution Goal: All issues are resolved at the appropriate level in a timely and informal manner.

How Accomplished:

- Stay on top of any changes, do not put them off. Deal with them as they arise.
- Work in a professional manner and do not take conflict personally.
- If issues cannot be resolved at the lowest level, there is an escalation process that can be followed.
- ODOT wants quick resolution as a goal. Definitely send ODOT notice if that is not happening.

Budget

Project cost and profit are as anticipated.

Budget Goal: Project completed within ODOT budget and Elting Northwest profits are reasonable.

How Accomplished:

- At weekly meetings (or call a meeting to) identify and brainstorm on a process to resolve any items that may seem to be running over budget or be proactive with solutions that can accomplish the same goal with less cost.
- Elting Northwest has the goal to keep track of all costs and communicate with ODOT on any areas of concern.

Timeliness

Successful completion of the project within contract timeframes.

Timeliness Goals: Accomplish the work within the lane restrictions, and meet the contract completion date of October 31, 2013.

How Accomplished:

- Communication
- Weekly Meetings
- Schedule and Schedule Updates – the 3 week look ahead schedules are a good tool for both ODOT and Elting Northwest

Communication

Workers on the project need to know what's happening.

Communication Goal: No surprises.

How Accomplished:

- Regular emails and follow conversations with email summaries between ODOT and Elting Northwest
- Keep open communication with Public Relations in mind, i.e. Newspaper, radio, etc.
- Keep communication with the home/farm owners affected by the project.
- Anything that happens on the project that may affect the community in any way please let ODOT know asap.
- The pre-con agenda will include all ODOT contact information

Environmental Protection

The project must be constructed in accordance with environmental law.

Environmental Goal: Take action to ensure that environmental constraints are followed.

How Accomplished:

- Alan Justice will be working closely with the Elting Northwest and the ODOT Environmental Coordinator. She is scheduled to visit the project and meet with Elting soon after the project begins.
- Elting Northwest should keep a copy of the Erosion Control Plan, all Erosion Control Monitoring forms, and current red-lined Erosion Control plan sheets.

We agree to do our best to accomplish the goals in this Project Team Agreement:

Christopher D. Smith

Chuck Hub

Mene Lilly

Robin Jensen

Jeff

Walter

Steve Thompson

Alan Justice

Dean Coleman

John C. C. C.

Bob

Frankie

Mike

COOPERATIVE AGREEMENT

US20 PME:UPRR to EDDYVILLE

OREGON DEPARTMENT OF TRANSPORTATION

SCARSELLA BROTHERS, INC.
& SUBCONTRACTORS

June 21, 2012

MISSION STATEMENT:

The above named parties are jointly committed to construct the US20 PME: UPRR to Eddyville project by working cooperatively to build a safe, cost effective, and quality project on schedule to serve the public.

TEAM GOALS:

- Safety
- Maintain frequent, effective and honest communication
- Environmental stewardship
- Quality project
- Profitable job
- Positive public perception
- Early identification of project changes and collaborative problem-solving

PARTNERING ATTENDEES

Scarsella Brothers

Chris Hansen, Project Manager Office 253-872-7173 Mobile: 253-606-3008
Chris.H@scarsellabros.com

Dennis Sigl, Superintendent Mobile: 208-540-1661
Dennis.S@scarsellabros.com

Tiffany Bucher, SBI Mobile: 760-960-0018
Tiffany.b@scarsellabros.com

Jerry Jensen, President Office 541-726-7435 Mobile: 541-913-0257
jerryj@jensendrilling.com

Chris Humphries, Project Manager Office:541-726-7435; Mobile:541-912-0907
chumper@jensendrilling.com

ODOT

Amy Ramsdell, Area Manager, ODOT, Office: 541-757-4211
Amy.j.ramsdell@odot.state.or.us

Gene Wilborn, Proj. Mgr., ODOT, Office:541-757-4156
Gene.wilborn@odot.state.or.us

Brady Pauls, Asst. Proj. Mgr., ODOT Office 541-757-4178;
Mobile: 541-905-7057, Brady.a.pauls@odot.state.or.us

Bruce Bercot, Inspector, ODOT Office 541-757-4205;
Mobile: 541-602-6933, Bruce.a.bercot@odot.state.or.us

Sean Parker, Inspector, ODOT Office:503-986-3096; Cell:503-710-2562
Sean.p.parker@odot.state.or.us

George Machan, Cornforth Office 503-452-1100; Cell: 503-703-4677
gmachan@cornforthconsultants.com

Samone Stinson, Intern, ODOT 541-757-4158
Samone.r.stinson@odot.state.or.us

PROJECT EXPECTATIONS/ PERFORMANCE

Question for Scarsella:

What performance criteria does Scarsella expect from ODOT on this project?

- **Timely Review & Response for Materials**
- **Quantity Checking/ Weekly Review of Pay notes**
- **Timely Response to RFI's**
- **Leave Past History of Project Behind; Start Fresh Page**

Question for ODOT:

What performance criteria does ODOT expect from Scarsella on this project?

- **Safe Operations**
- **Proactive on Issues; not Reactive**
- **Manage Subcontracts**
- **Plan the Work/ Work the Plan**
- **Timely Documentation**
- **Quality Workmanship**
 - **Long-term integrity of drainage systems**
- **Close Conformance with the Contract**
- **Reasonable Change Pricing**
- **Cognitive of Environmental Constraints/Concerns**
 - **Reasonable steps to prevent impacts**
- **Timely Notices**
 - **DSC's**
 - **Changes Extra Work**
- **Cooperative Coordination with other Parties**
- **Respectful of surrounding property Owners/ Traveling Public**

PARKING LOT ISSUES

1. Protocol for Call Out Location For Equipment
 - Site Map with Landmarks
 - CB Channel
 - Dennis will complete these tasks
 - by July 6, 2012

2. Method for Tracking Changed Work
 - Decide on a form for tracking change work
 - Brady & Chris Hansen
 - by June 29, 2012

3. Meeting to collaborate with Contractor on Upcoming Changes to Project
 - Buttresses
 - Cornforth Consultants will take the lead
 - Mtg before 4th of July

PROJECT CHALLENGES/ HURDLES

Question: What challenges/ hurdles does the project team need to address during the first 30 days of the project?

ODOT:

- Get drill going; access roads, drill pads built
- Coordinate with Hancock's logging operations
- Erosion control/ environmental
- Plan changes
 - Temp signs
 - drill pads
 - compaction
 - erosion control
- Coordination between shifts
- Cost reduction Proposal
- Provide Staking Information/ Timely

Scarsella:

- Road Conditions
 - Logging operations impacts
 - Insure that road continues to be all weather
- Challenges of neat Line Measurement
- Accounting for soft soil conditions

QUESTION: What additional Challenges/ Hurdles does this team need to address so this team can be proactive on project issues:

ODOT:

- Added work
 - Buttresses
 - Contouring
- Right of Way holdouts

Scarsella:

- Method for tracking work – labor, materials etc., while issues are being resolved
- Weather impacts
- Get 3 rigs drilling after 1st 30 days
- Trench drain construction procedures

ISSUE	ACTION STEPS	WHO	WHEN
Road Maintenance	I.D. Areas To Fix	Dennis/ Bruce	Next Week 6/25
Neat Line Measure	Propose a Cost Reduction Proposal	Chris Hansen/ Brady	6/29
Erosion Control	A Job Walk/ Inspection Negotiate Change Order	Dennis, Tiffany, Gene, Brady, Bruce, Chris Hansen, Chris Humpries Brady, Dennis, Chris Hansen	No Later Than 7/6 By 7/31

US20 PME:UPRR TO EDDYVILLE

CONFLICT/ ISSUE ESCALATION CHART

Date: June 21, 2012

Character	Level	ODOT	SCARSELLA BROTHERS, INC.
Informal	1	Bruce Bercot Sean Parker Inspector	Dennis Sigl Superintendent
	2	Brady Pauls Asst. Project Manager	Chris Hansen, Project Manager
	3	Gene Wilborn, Project Manager	Chris Hansen, Project Manager
Section 199	Step 1	Amy Ramsdell, ODOT, Area Manager	Bob Scarsella, Vice President
	Step 2	Steve Cooley, Construction Administration Engineer	Bob Scarsella, Vice President

Guidelines: When a conflict/ issue moves to a higher level on the Conflict/ Issue Escalation Chart it would be helpful if:

- The individual at both levels have a face-to-face meeting.
- The lower level individuals independently make a presentation on the issues.
- Lower level individuals stay involved throughout the escalation process.

COOPERATIVE AGREEMENT

5/31/2012

Garfield St: Columbus to Lillian
Contract No. C14433

Oregon Department of Transportation
City of Medford
Ledford Construction Company

Mission Statement:

The Oregon Department of Transportation, City of Medford and Ledford Construction Co. are committed to work together to provide the public with a roadway project that sets the highest standards in safety, quality, efficiency, environmental stewardship and fiscal responsibility.

Goals:

- Promote open, honest and timely dialogue, oral and written, within the team and with the public
- Safety for the workers and the public is our number one goal, which means an accident free project for everyone
- Quality product on-time and within budget, no claims
- Identify issues as early as possible and resolve issues at the lowest possible level and in a timely and informal manner
- Be good environmental stewards while on the project
- Effective cooperation and coordination between the two separate construction contractors, utilities and agencies to minimize any potential conflicts
- All parties will work together to the good of the project and engage in effective partnering. We will work to create an atmosphere of trust between all entities.

Signed:

Kelli Spakeman
John Blatch
John Blatch
Mark Bell
Devin
Kelly
Devin
Richard H. Little
Richard H. Little

CONFLICT/ISSUE ESCALATION CHART

5/31/2012

**Garfield St: Columbus to Lillian
Contract No. C14433**

**Oregon Department of Transportation
City of Medford
Ledford Construction Company**

Character	Level	Contractor	ODOT	City of Medford
Informal	1	Don Garner, Superintendent	David Fletcher, ODOT Inspector	Mike Traugott, City Inspector
	2	Kelly Churchill, Construction PM	Kelli Sparkman, LAL Roy Seigel, ODOT APM	Nick Bakke, Designer Dennis Hart, Design and Construction Manager
	3	Kelly Churchill, Construction PM Mark Ledford, Owner	Tim Fletcher, ODOT PM	Dennis Hart, Design and Construction Manager
Section 199	Step 1	Kelly Churchill, Construction PM	Kelli Sparkman, LAL Tim Fletcher, ODOT PM Art Anderson, R3 Area Mngr	Larry Beskow, City Engineer
	Step 2	Mark Ledford, Owner	Steve Cooley, Contract Admin. Engr.	Cory Crebbin, Public Works Director

Guidelines: When a conflict/issue moves to a higher level on the Conflict/Issue Escalation Chart it is agreed that:

- The individual at both levels have a face-to-face meeting.
- The lower level individuals stay involved throughout the escalation process.
- Channel resolutions back through direct on-site representatives.

COOPERATIVE AGREEMENT

I-84 @ 257th Ave. (Troutdale Interchange)

OREGON DEPARTMENT OF TRANSPORTATION

**NUTTER CORPORATION
& SUBCONTRACTORS**

May 10, 2011

MISSION STATEMENT:

The above named parties are jointly committed to construct the I-84 @ 257th Ave. (Troutdale Interchange) project by working cooperatively to safely build a quality project on schedule and within budget to serve the public.

TEAM GOALS:

- At the end of the day, everyone goes home safe and healthy
- Deliver project in a manner that is satisfactory to all parties
- Gain mutual understanding through cooperative, clear communication to facilitate completion of the project
- Have fun
- Don't take things personally
- Look ahead - be active and engaged on project issues
- Minimize environmental impacts
- Strive for early completion
- Resolve issues at lowest level possible

**CONFLICT / ISSUE ESCALATION CHART
I-84 @ 257th Ave (Troutdale Interchange)**

			OREGON DEPARTMENT OF TRANSPORTATION	NUTTER CORPORATION
Section 199, Disagreements, Protests, and Claims	PM Office – Contract Administration	LEVEL 1	Scott Mercer Sr. Inspector Roger Floyd Sr. Inspector	Eddie Barnhart Site Superintendent
		LEVEL 2	Sean Triana Project Coordinator	Ed Hagedorn Project Manager
		LEVEL 3	Project Management Team	Ed Hagedorn Project Manager
		LEVEL 4	Mark Beeson Project Manager	Ed Hagedorn Project Manager
		Step 1	Rich Watanabe Area Manager	Jim Lauteren Vice President
		Step 2	Steve Cooley Construction Administration Engineer	Jerry Nutter President

Guidelines: When a conflict/ issue moves to a higher level on the Conflict/ Issue Escalation Chart it would be helpful if:

- The individual at both levels have a face-to-face meeting.
- The lower level individuals independently make a presentation on the issues.
- Lower level individuals stay involved throughout the escalation process.

Notes:

- 1. While not implemented at this time, “Third Party Neutral” is an option available to the Level 4 parties. If utilized, a mutually acceptable consultant would be sought to offer non-binding advice and recommendations. The model currently does not include this portion.**
- 2. The Region 1 Construction Advisor, Naveen Chandra, is available as a Construction Resource at all levels.**
- 3. This document is a commitment to good faith and is not a legal instrument.**

Question: What hurdles do this project team need to address during the first 30 days of this project?

ODOT Project Hurdles List

- 1. Schedule :**

- a. Complete all paving operations before 9/30
 - b. All work completed before 11/23
- 2. Environmental:
 - a. Contaminated Media Removal
 - b. DEQ Scrutiny
- 3. Submittals:
 - a. Submittals in with sufficient time for approval process
 - b. Fabrication submittals especially
- 4. Public/JTA Scrutiny

Nutter Corporation Project Hurdles List

- 1. Night Work Contacts & Procedures
- 2. Submittal Turnaround
- 3. Overlapping Road Signs w/Adjacent Project (Hamilton)
- 4. Change Order Process Coordination
- 5. Local Business Coordination – Public Comment
- 6. Document Flow – Smooth Timely Submission/ Response
- 7. Authority to Make Field Decision – Inspectors
- 8. Immediately – CAD files to get Construction Staking going
- 9. Scheduling – Project & 3-Week

<u>Issue:</u> Submittals	<u>WHO:</u>	<u>WHEN:</u>
1. Big Schedule a. Review b. Update & Narrative	ODOT Nutter	By May 20, 2011 End of each month
2. 3- Week Schedule	Nutter	Weekly
3. Weekly Schedule Meeting	Nutter & ODOT	To Be Determined at Pre-Con

<u>Issue:</u> Night & Week-End Work	<u>WHO:</u>	<u>WHEN:</u>
1. Plan Night work, as much as possible, during the day.	Nutter	As Applicable
2. Develop a Contact List for Night Work	Nutter & ODOT	As Soon as Possible

Cooperative Meeting Attendance List
999 NW Frontage Rd, Ste 280, Troutdale, OR 97060

ODOT Crew 1819
Office Phone: 503-667-8834 Fax Number: 503-665-5419

Name	Title	Office Phone	Cell Phone	Email Address
Mark Beeson	Project Manager	503-618-6766	503-702-9079	Mark.R.Beeson@odot.state.or.us
Bob Neill	Asst. Project Manager	503-618-7802	503-702-9086	Robert.C.Neill@odot.state.or.us
Sean Triana	Project Coordinator/QCCS	503-618-6763	503-781-2826	Sean.R.Triana@odot.state.or.us
Scott Mercer	Project Inspector	503-618-6761	503-784-6249	Scott.G.Mercer@odot.state.or.us
Roger Floyd	Project Inspector	503-618-6773	503-880-0471	Roger.Floyd@odot.state.or.us
Bob Nichols	Contract Payment Specialist	503-618-6765	N/A	Robert.A.Nichols@odot.state.or.us
Mary Grassman	Office Coordinator	503-667-8834	N/A	Teressa.L.Grassman@odot.state.or.us
Linda Beveridge	Asst. Office Coordinator	503-667-8834	N/A	Linda.Beveridge@odot.state.or.us
Adam Markell	Asst. Project Manager	503-618-7902		adam.markett@odot.state.or.us

Nutter Corporation

Name	Title	Office Phone	Cell Phone	Email address
Jim Lauteren	VP	360-573-2000		
Ed Hagedorn	Project Manager	360-573-2000	360-907-9408	edh@nuttercorp.com
Ann Parry	Assistant Project Manager	360-573-2000	360-601-3948	annparry@nuttercorp.com
Eddie Barnhart	Project Superintendent	360-573-2000	360-907-9417	eddieb@nuttercorp.com

Name	Title	Office Phone	Cell Phone	Email address
Lance Lehto	President	360-823-2900		lance@columbiawestengineering.com

**US101: Three Rivers Bridge
Project Team Agreement
December 15, 2011**

***We agree that these items are important to the overall success of the project.
As the project proceeds we will keep these concepts in mind.***

Safety

Safety for all workers on the project and for the traveling public.

Safety Goal: An accident-free project.

How Accomplished:

- Wear appropriate personal protective equipment – vest/hard hat/safety glasses at all time.
- Every one to go home at the end of the day to their families.
- Team Effort – All have ideas and say in project
- Weekly meeting on Monday mornings at start of shift
- Specialty equipment and tools – use resources
- Everybody is in charge of safety
- Lessons learned in a positive tone.

Quality

Work meets quality specifications.

Quality Goal: All material and workmanship meet specs, no negative adjustments.

How Accomplished:

- PBC – Specialty item
- Electronic version to inspector and QCCS – Bruce and Robin
- Material approval
- Documentation ahead of time to QCCS – Robin
- QCCS to supply needs list to contractor
- Strive for quality
- Questions on materials – discuss options
- Rip Rap Cert/Scale Certification

Cooperation

Promotion of open dialogue, mutual respect, trust, and a positive outlook.

Cooperation Goal: Project team works together in a professional and friendly manner so that the job is completed efficiently.

How Accomplished:

- Work Together
- Team Operation
- Every one owns the problem
- Team – for resolution
- Mutual Respect
- Fairness
- Positive result

Issue Resolution

Questions, conflicts, and problems do not interfere with a successful project.

Issue Resolution Goal: All issues are resolved at the appropriate level in a timely and informal manner.

How Accomplished:

- Issues and suggestions – discuss options
- Keep at the lowest level
- Report and discuss as soon as possible to appropriate level
- Changes – Follow ODOT process with Vidal Francis
- Open communication to all
- Visual Inspection

Budget

Project cost and profit are as anticipated.

Budget Goal: Project completed within ODOT budget and Wildish's profits are reasonable.

How Accomplished:

- Project completed within budget
- Open communication
- Watch quantity and extra work

Timeliness

Successful completion of the project within contract timeframes.

Timeliness Goals: Accomplish the work within the lane restrictions, and meet the contract completion date of May 25, 2012.

How Accomplished:

- Project to be completed by May 25, 2012.
- Accomplish work within lane restrictions
- Weather plays a role
- Follow specifications on road closures and off the road by noon on Fridays.
- Turn in scaffolding and paving plans
- Stay on top of submittals – PDF works well (21 days)

Communication

Workers on the project need to know what's happening.

Communication Goal: No surprises.

How Accomplished:

- Report Issues
- Open Communication
- Task oriented meetings
- Pre Activity meetings
- Cell coverage – good in project area
- Do not be afraid to pick up the phone
- Strive for talking out issues for a win-win
- Patience with email and the contractor

Environmental Protection

The project must be constructed in accordance with environmental law.

Environmental Goal: Take action to ensure that environmental constraints are followed.

How Accomplished:


- We are under a microscope
- We want it done correctly
- We will discuss concerns and options
- Take it seriously

We agree to do our best to accomplish the goals in this Project Team Agreement:


PAUL CHRISTIANSEN
Printed Name

 12/15/11
Signed Name and Date

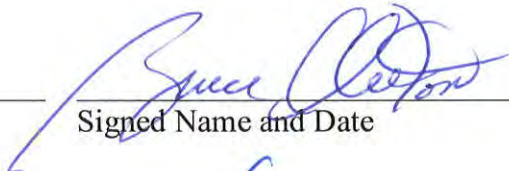
SCOTT VOGL
Printed Name

 12/15/11
Signed Name and Date

Joe Peterson
Printed Name

 12-15-11
Signed Name and Date

Brian Ceece
Printed Name

 12/15/11
Signed Name and Date

Michael MURPHY
Printed Name

 12/15/11
Signed Name and Date

ROBIN LARSON
Printed Name

 12/15/11
Signed Name and Date

Printed Name

Signed Name and Date

Printed Name

Signed Name and Date

Printed Name

Signed Name and Date