



**Arizona Department of Transportation**  
**Communication and Community Partnerships**  
206 South Seventeenth Avenue Phoenix, Arizona 85007-3213

Janet Napolitano  
Governor

Victor M. Mendez  
Director

August 22, 2007

Matthew Burdick  
Acting CCP Director

TO: SAM ELTERS, 102A  
RICHARD TRAVIS, 102A  
SAM MAROUFKHANI, 102A  
TODD WILLIAMS, 201A  
DOUG FORSTIE, 102A  
JULIO ALVARADO, 172A  
JOHN BOGERT, 102A  
MATT BURDICK, 118A  
DISTRICT ENGINEERS  
RESIDENT ENGINEERS  
DIVISION DIRECTORS

FROM: JAMES YOUNG  
PARTNERING ADMINISTRATOR, 175A

RE: PARTNERING REPORTS: 4th Quarter, FY 2007

Attached is a copy of the Partnering Office's Measurements for the fourth quarter of FY 2007. Our team is providing you with some of the most valuable measurements that we track in our area. Please take the time to review these measurements and give us your feedback.

Attachments

Cc: David Martin, AGC  
Layne Patton, FHWA  
Robert Melore  
Cynthia Mills  
Lenyne Hickson  
Partnering Advisory Committee Members  
Partnering Consultants

Sally Stewart  
Linda Peterson  
Ermalinda Gene  
Mike Carter  
Michelle Fink  
Dawn Armeli-Kelley  
ADOT Partnering Facilitators





# Arizona Department of Transportation Communication & Community Partnerships *Partnering Office*

**ADOT Goal 2:** To increase the quality, timeliness and cost effectiveness of our products and services.

**Objective 3a (2):** *For FY 2007, ensure the Construction Project Teams rate projects on the "5 Standard Goals" as outlined in the Partnering Evaluation Program (PEP) with a 3.30 or higher.*

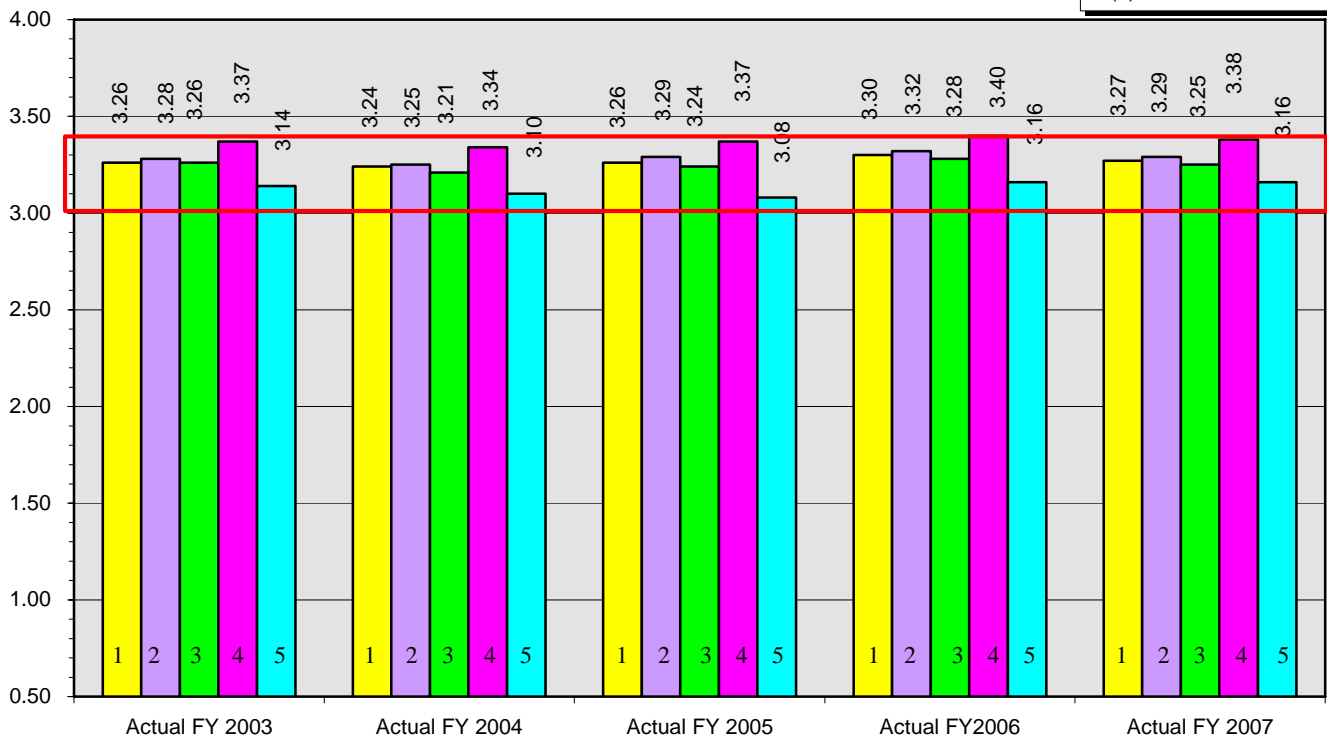
## Partnering Evaluation Program (PEP) 5 Standard Goals Statewide

Score of 0.5 = Low to 4 = High

Performance Level Band  
3.0 to 3.4

**FY 2007**  
Target Rating = 3.30

- (1) Quality
- (2) Communication
- (3) Issue Resolution
- (4) Teamwork/Relationship
- (5) Schedule



Total In Database:	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
Projects using PEP	204	176	147	134	118
Evaluations in PEP	6,255	4,953	4,699	4,366	4,082

**\*Performance Level Band = 3.0 – 3.4**

**Project Needs Help Criteria:** Team ratings fall below 3.0 for 2+ mos., there are negative comments, and/or there is low stakeholder participation.

**Project Excelling Criteria:** Team ratings are above 3.4 for 2+ mos., there are positive comments and/or high stakeholder participation.

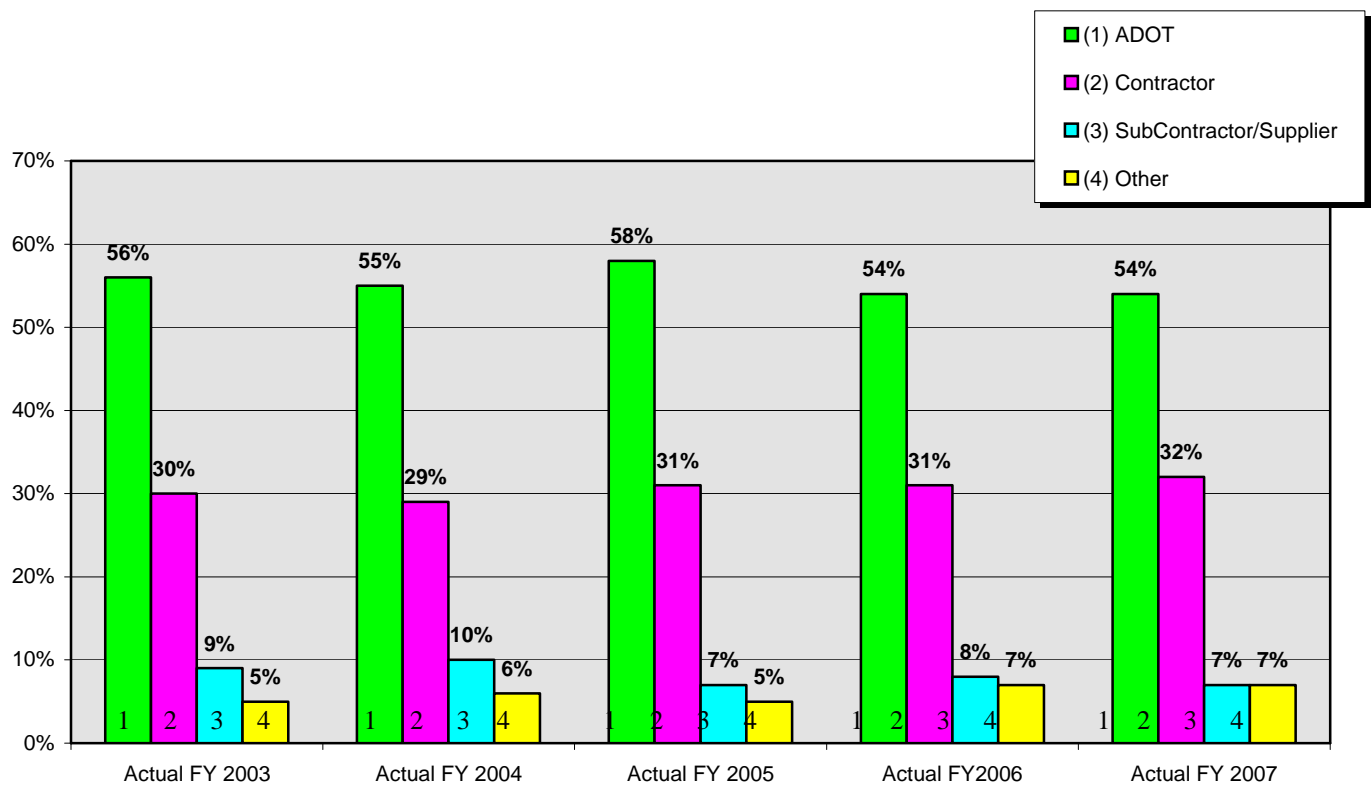


## Arizona Department of Transportation Communication & Community Partnerships *Partnering Office*

**ADOT Goal 2:** To increase the quality, timeliness and cost effectiveness of our products and services.

**Objective 3a (3):** *For FY 2007, ensure that the Stakeholder participation of the Partnering Evaluation Program (PEP) is at least 45% ADOT Construction Project Team Members, 40% Contractors, 10% Subs/Suppliers, and 5% Others.*

### Partnering Evaluation Program (PEP) Construction Project Stakeholder Participation Statewide



Total In Database:	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
<u>Projects using PEP</u>	204	176	147	134	118
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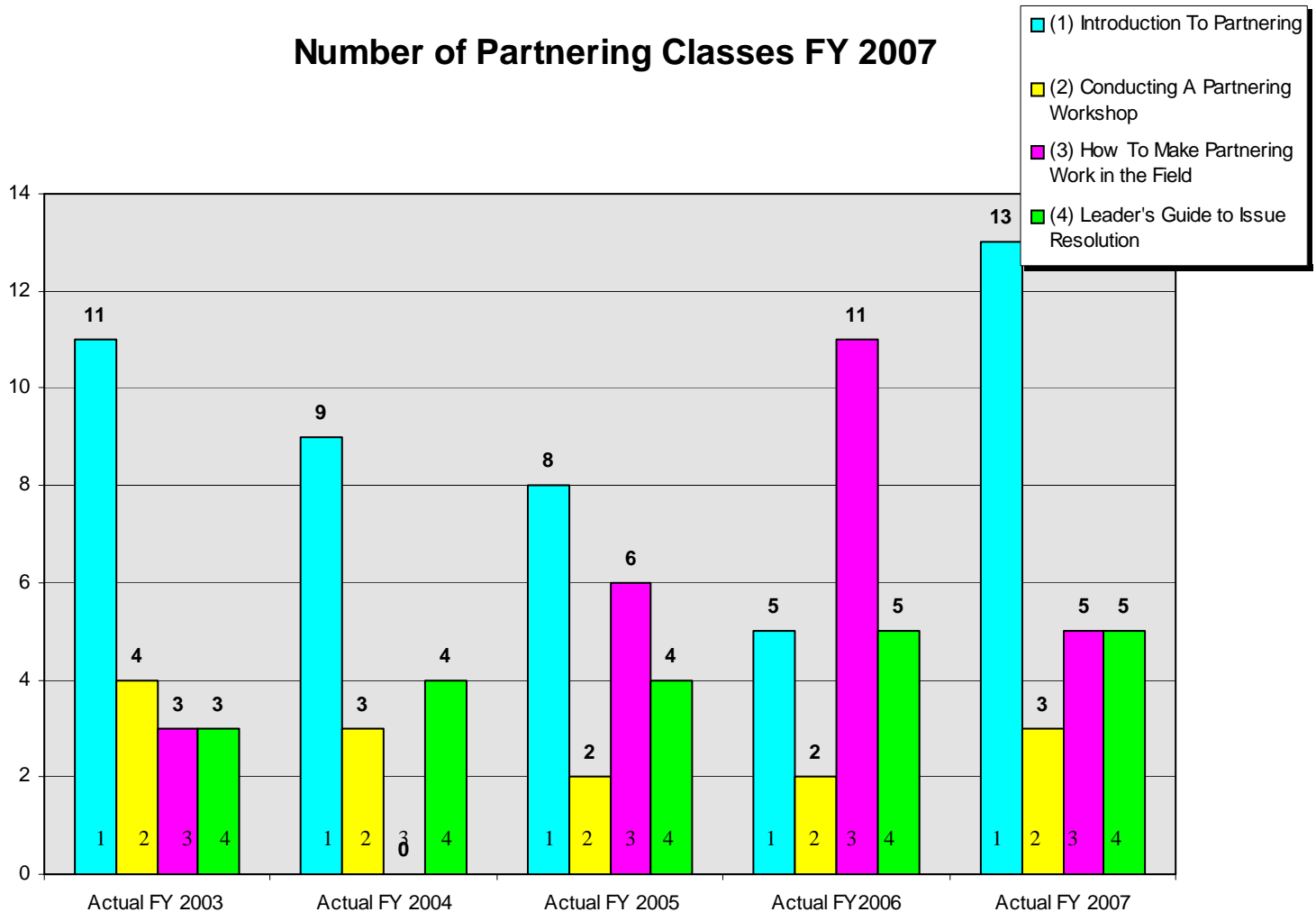
# Arizona Department of Transportation Communication & Community Partnerships *Partnering Office*

**ADOT Goal 3:** To develop a high performing and successful workforce.

**Objective 1a:** *For FY 2007, ensure Partnering education is delivered to a diverse population through formal classes:*

- Introduction to Partnering – 9*
- Conducting a Partnering Workshop – 4*
- How to make Partnering work in the Field – 5 (Upon request)*
- Leader's Guide to Issue Resolution – 4*

### Number of Partnering Classes FY 2007



**Total Classes: 21 Classes**

**16 Classes**

**20 Classes**

**23 Classes**

**26 Classes**

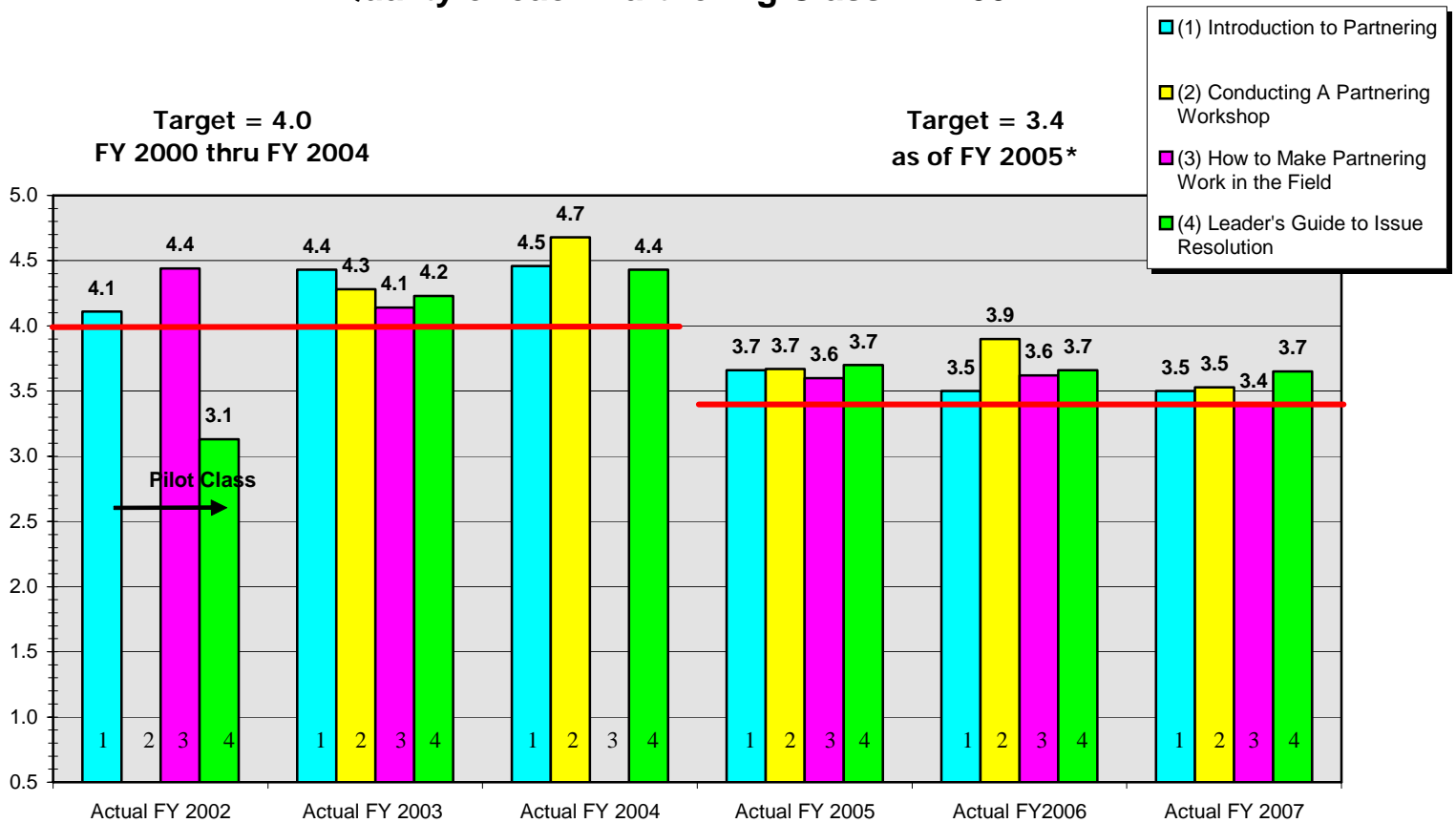


# Arizona Department of Transportation Communication & Community Partnerships *Partnering Office*

**ADOT Goal 3:** To develop a high performing and successful workforce.

**Objective 1b:** *For FY 2007, ensure that each Partnering class receives a quality rating of 3.4 (85%) or higher on a rating scale of 1 to 4 with 1 = low, 4 = high.*

## Quality of each Partnering Class FY 2007



**\* Note:** The class measurement score range was changed in 2005 to be consistent with other Partnering Office measurements.

	<u>FY 2002</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
# of Classes:	16	21	16	20	23	26
# of Evaluations:	191	301	140	236	243	336

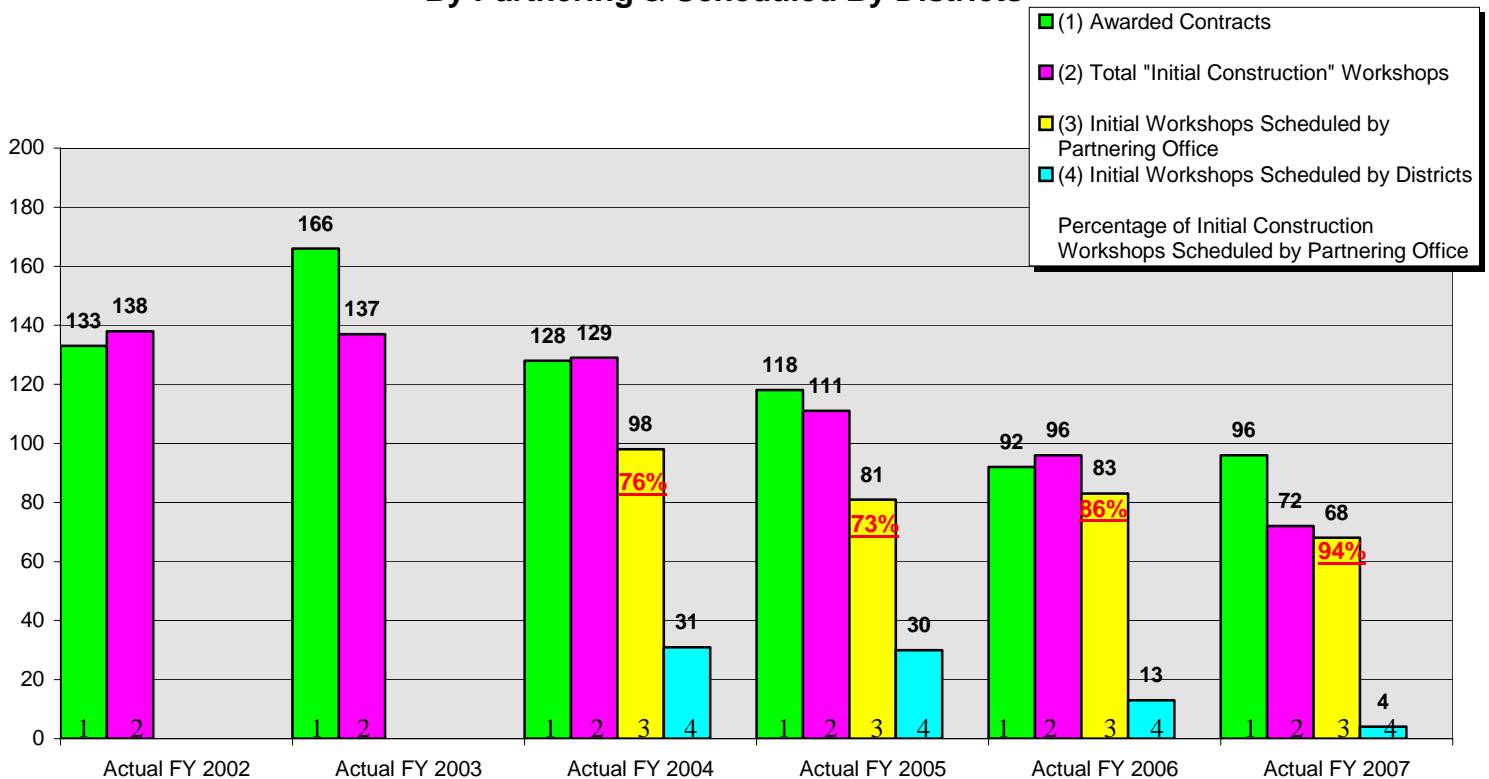


## Arizona Department of Transportation Communication & Community Partnerships *Partnering Office*

**ADOT Goal 4:** Optimize the use of all resources.

**Objective 1:** *For FY 2007, the Partnering Office to schedule "Initial Construction" workshops for 70% of every awarded construction contract and the Districts to schedule 30%.*

### Number of Awarded & Number of "Initial" Partnering Workshops Scheduled By Partnering & Scheduled By Districts



**VARIANCE:** Awarded Contracts and Total "Initial" Construction Workshops may not reconcile due to: a) awarded contracts may not have had a workshop yet b) some of the contracts awarded have multiple projects c) some of the projects are scheduled by the districts without notifying the partnering section d) design build projects have multiple "initial" construction workshops.

NOTE: FY 2004 – Partnering Services database was modified to track numbers (3) & (4)

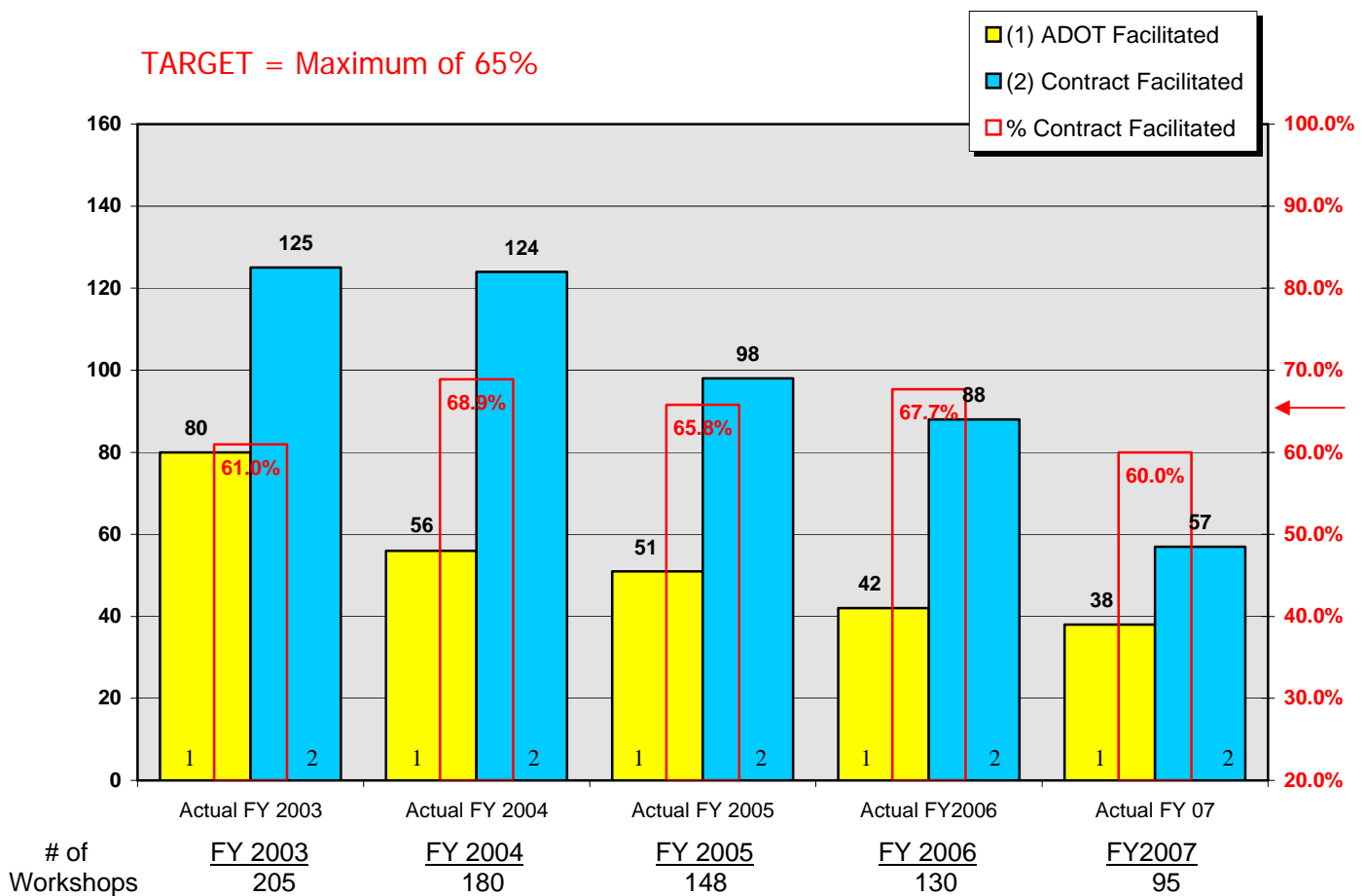


## Arizona Department of Transportation Communication & Community Partnerships *Partnering Office*

**ADOT Goal 4:** To optimize the use of all resources.

**Objective 1a:** *For FY 2007, maintain a core group of Partnering Facilitators and utilize Contract Consultants a maximum of 65% of the time to facilitate Partnering Workshops.*

### Number of Partnering Workshops (By Facilitator/Contract Consultant)



**Note:** The above measurement reflects the number of Workshops facilitated by ADOT and Contract Facilitators and percentage of workshops facilitated by Contract Facilitators.

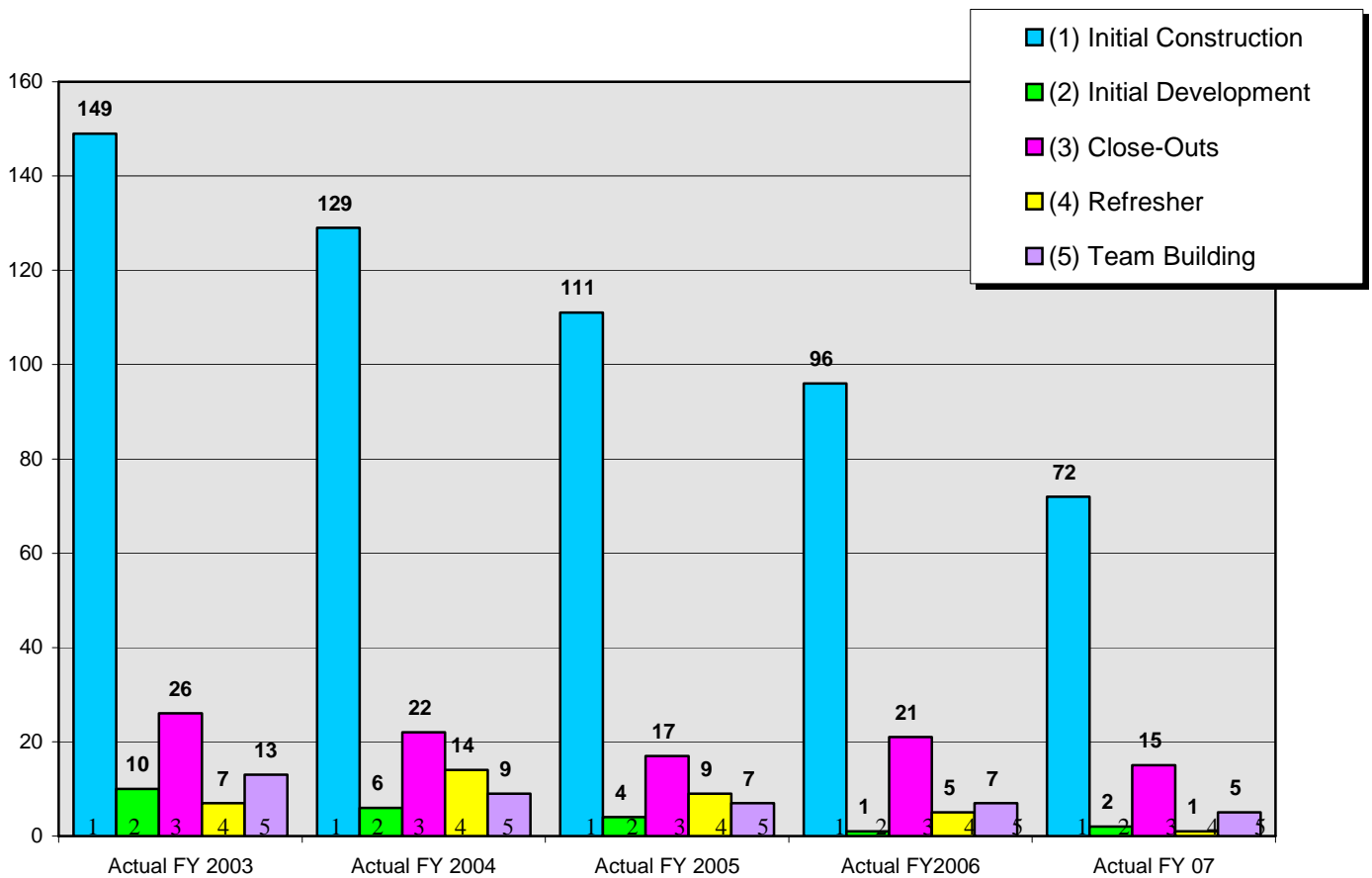


## Arizona Department of Transportation Communication & Community Partnerships *Partnering Office*

**ADOT Goal 4:** To optimize the use of all resources.

**Objective 1b:** *In FY 2007, coordinate the facilities, food and facilitators for Partnering Workshops of all types.*

### Number of Partnering Workshops (By Workshop Type)



	FY 2003	FY2004	FY 2005	FY 2006	FY2007
# of Workshops	205	180	148	130	95
# Scheduled by Partnering Office	n/a	137	117	108	89

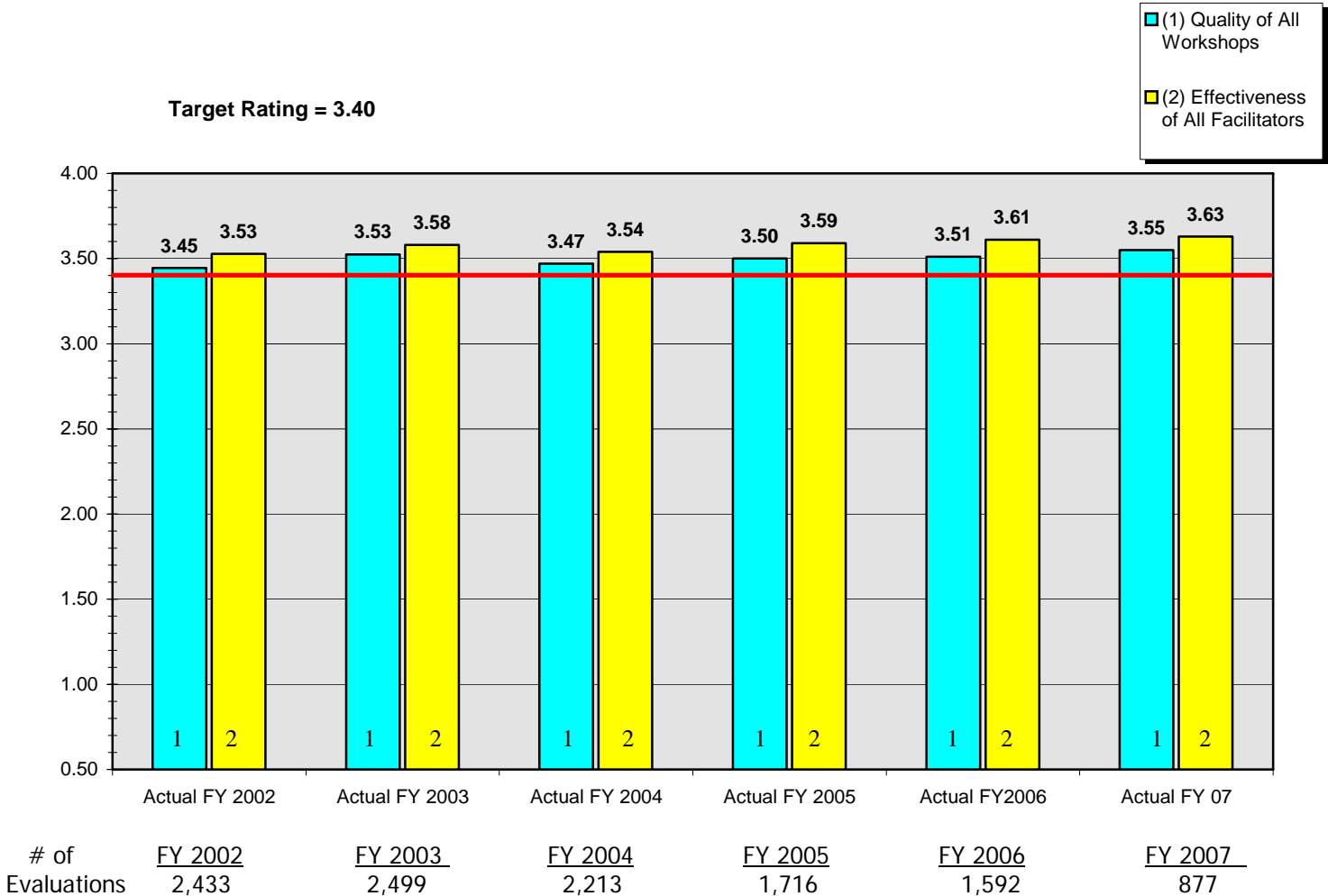


## Arizona Department of Transportation Communication & Community Partnerships *Partnering Office*

**ADOT Goal 3:** To develop a high performing and successful workforce.

**Objective 2:** *For FY 2007, ensure the quality of the Partnering Workshops and the effectiveness of Facilitators are rated a 3.40 or higher on a rating scale of .05 to 4 (0.5 = low, 4 = high).*

### Quality of All Workshops and Effectiveness of All Facilitators



**Note:** The above measurement reflects the scores for the quality of Construction workshops and the effectiveness of the ADOT and Contracted Facilitators on a statewide basis.



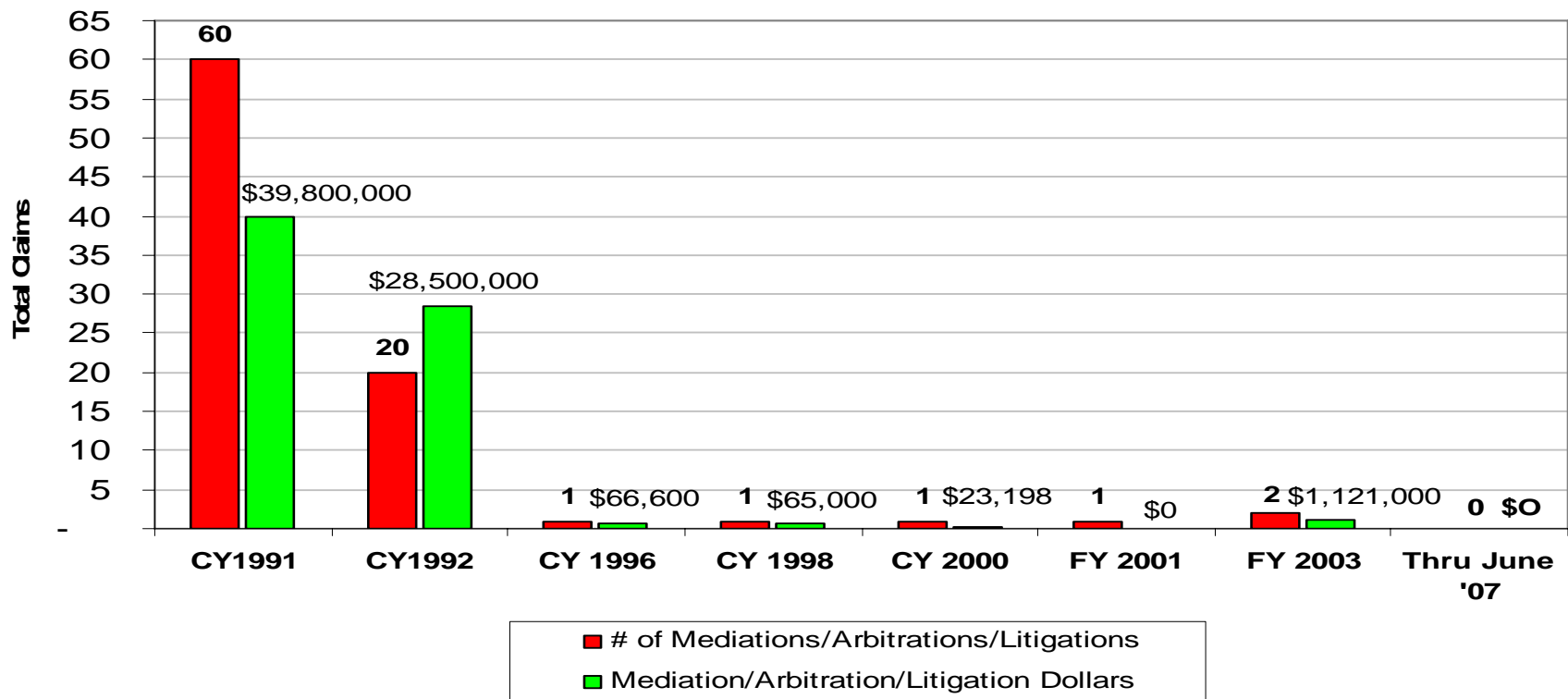
# ARIZONA DEPARTMENT OF TRANSPORTATION Communication & Community Partnerships



## PARTNERING OFFICE

### Construction Mediation/Arbitration/Litigation

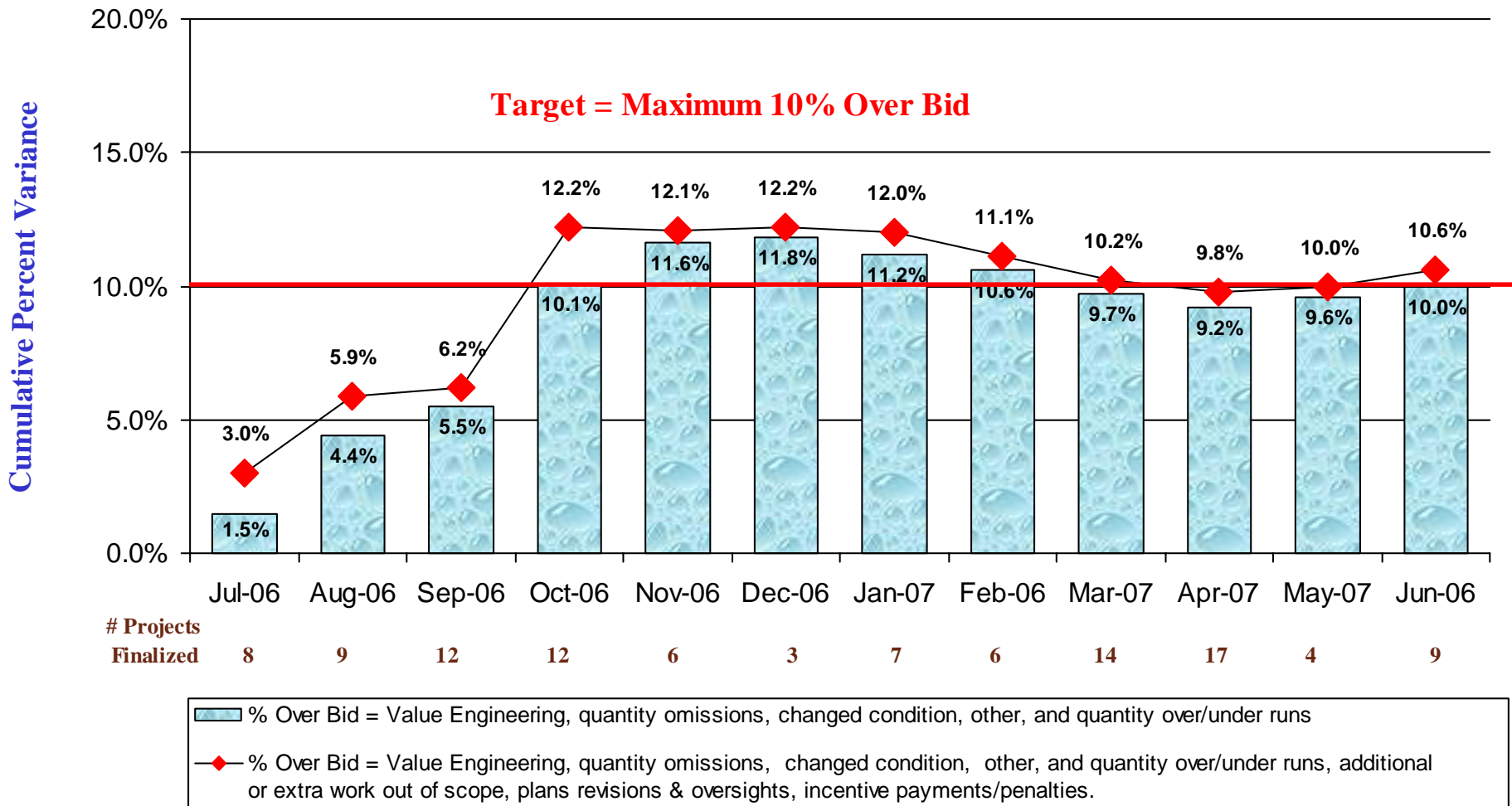
(Prior to the official start of partnering in 1992, issues were resolved through mediation, arbitration or litigation. Since then, project teams practice the partnering principles and processes. Now, most issues are resolved within the Partnering Processes. Issues not solved within the Partnering Processes continue to be resolved through mediation, arbitration or litigation.)



NOTE: Some years have been omitted from this graphic. There were zero claims against ADOT Construction during those years.



# Final Construction Project Cost Compared To Original BID Amount Fiscal Year 2007



## Construction Analysis 4th Quarter FY 2007

District	Number of Projects	% of Total Projects	Amount of Contracts	% of Contract Dollars	# of Various Contractors
Phoenix	29	35.4%	\$480,190,883	49.4%	17
Flagstaff	7	8.5%	\$78,624,261	8.1%	4
Globe	9	11.0%	\$57,300,542	5.9%	7
Holbrook	5	6.1%	\$35,172,280	3.6%	2
Kingman	5	6.1%	\$30,103,674	3.1%	4
Prescott	5	6.1%	\$15,094,973	1.6%	4
Safford	9	11.0%	\$15,177,684	1.6%	7
Tucson	8	9.8%	\$243,356,450	25.0%	6
Yuma	5	6.1%	\$16,899,112	1.7%	5
<b>Totals</b>	<b>82</b>		<b>\$971,919,859</b>		

NOTE: We currently have 35 Prime Contractors working on 82 active ADOT Projects

**Construction Analysis**  
(sorted by contract amount)

CONTRACTOR	Total Jobs	% of Contracts	DISTRICT									Amount under Contract	% of Dollars		
			Phx	Flagstaff	Globe	Holbr	King	Prescott	Saff	Tucson	Yuma				
PULICE CONSTRUCTION, INC.	4	4.9 %	4										318,154,254	32.7 %	
KIEWIT/SUNDT. (JV)	1	1.2 %									1		200,300,000	20.6 %	
FISHER SAND & GRAVEL CO. DBA SC	10	12.2 %	3	2				1			2	2	123,184,564	12.7 %	
MEADOW VALLEY CONTRACTORS, I	10	12.2 %	3		1	3						2	1	104,788,034	10.8 %
KIEWIT WESTERN COMPANY	1	1.2 %			1									40,530,000	4.2 %
VASTCO, INC.	3	3.7 %		2						1				37,912,499	3.9 %
FNF CONSTRUCTION, INC.	6	7.3 %	3							2			1	30,061,002	3.1 %
COFFMAN SPECIALTIES, INC.	3	3.7 %	3											27,224,961	2.8 %
ROYDEN CONSTRUCTION CO.	4	4.9 %	1					2			1			10,158,673	1.0 %
BISON CONTRACTING CO., INC.	5	6.1 %	2				2				1			8,899,893	0.9 %
FANN CONTRACTING, INC	3	3.7 %		1	1			1						8,682,757	0.9 %
C S CONSTRUCTION, INC.	1	1.2 %	1											8,216,213	0.8 %
NESBITT CONTRACTING CO., INC.	1	1.2 %	1											7,112,300	0.7 %
AUSTIN BRIDGE & ROAD, LP	1	1.2 %	1											6,940,000	0.7 %
THE ASHTON COMPANY, INC. CONT	1	1.2 %										1		5,603,388	0.6 %
VALLEY CREST LANDSCAPE DEVEL	1	1.2 %	1											5,333,111	0.5 %
DONALD B. MURPHY CONTRACTORS	1	1.2 %			1									3,478,261	0.4 %
HAYDON BUILDING CORP	2	2.4 %			2									2,616,646	0.3 %
M. ANDERSON CONSTRUCTION, COR	2	2.4 %	1								1			2,537,943	0.3 %
STANDARD CONSTRUCTION COMPA	3	3.7 %	1	2										2,505,945	0.3 %
AMES CONSTRUCTION, INC.	1	1.2 %								1				2,239,631	0.2 %
ASPHALT PAVING & SUPPLY, INC.	1	1.2 %								1				2,218,910	0.2 %
POWER ENGINEERS, INC.	1	1.2 %	1											2,188,637	0.2 %
HATCH CONSTRUCTION & PAVING, I	2	2.4 %			2									2,173,725	0.2 %
ABBCO SIGN GROUP, INC. (JV) ELECT	1	1.2 %										1		1,393,680	0.1 %
DOWN TO EARTH CONTRACTING INC	2	2.4 %			1						1			1,167,111	0.1 %
K.A.Z. CONSTRUCTION, INC.	1	1.2 %										1		1,040,000	0.1 %
COMBS CONSTRUCTION COMPANY,	1	1.2 %										1		939,468	0.1 %
RUMMEL CONSTRUCTION, INC	1	1.2 %	1											837,523	0.1 %
ARIZONA HIGHWAY SAFETY SPECIA	1	1.2 %											1	796,991	0.1 %
NAC CONSTRUCTION A DIVISION OF	2	2.4 %									2			763,507	0.1 %
ITS ENGINEERS AND CONSTRUCTOR	1	1.2 %	1											682,090	0.1 %
TANNER COMPANIES (YUMA) INC.	1	1.2 %										1		669,153	0.1 %
RURAL ELECTRIC, INC.	2	2.4 %	1								1			383,777	0.0 %
SHADA INCORPORATED DBA BENCH	1	1.2 %						1						185,214	0.0 %
<b>Total Projects</b>	<b>82</b>	<b>100.0 %</b>	<b>29</b>	<b>7</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>9</b>	<b>8</b>	<b>5</b>		<b>971,919,859</b>	<b>100.0 %</b>	
<b>Contractors Per District</b>			<b>17</b>	<b>4</b>	<b>7</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>7</b>	<b>6</b>	<b>5</b>				

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**Construction Analysis**  
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