

## Partnering Advisory Committee Meeting Notes

June 13, 2007

HRDC – Grand Canyon #2

### *ACTION PLAN*

WHAT	BY WHOM	WHEN
<b>Sub-Committee Action Items</b> <ul style="list-style-type: none"><li>• <b>Post Design Subcommittee:</b> One remaining action is to propose additional guidelines to augment the post design section of the Project Development Manual</li><li>• <b>Development Partnering Model</b> – Continue getting feedback on process improvement recommendations</li><li>• <b>December Event Planning Committee</b> Continue planning for Dec. 5<sup>th</sup>; report quarterly</li></ul>	Berwyn, lead with input from Committee Members	Update on 9/12
<ul style="list-style-type: none"><li>• Gather additional feedback on improving PEP process and making it a more useful tool; attend Office Managers &amp; RE's meetings; interview contractor, sub and supplier PAC members</li></ul>	L. Peterson E. Gene  Committee	Update on 9/12
<ul style="list-style-type: none"><li>• Prepare updates to Partnering Fine Tuned Processes and be ready to present at Sept. meeting</li></ul>	C. Douglas; Partnering Staff	Update of 9/12
<ul style="list-style-type: none"><li>• Attend next PAC Meeting</li></ul>	L. Peterson & Partnering Staff	Between now and Sept.
<ul style="list-style-type: none"><li>• Bring refreshments for September 12<sup>th</sup> PAC meeting</li></ul>	All PAC Members	Sept. 12, 2007
	Adam Carreon	Sept. 12, 2007

### *NEXT PARTNERING ADVISORY COMMITTEE MEETING*

**September 12, 2007, from 9:00-12:00, HRDC**

#### **Agenda items for next meeting**

- Subcommittee Updates – Annual Event, Post Design Support, Development Model
- Update – Recommendations from PEP process improvement analysis
- Partnering Fine Tuned Processes – Updates for 2007
- Stakeholder Issues and Concerns – Chronic problems need solutions and attention

#### ***FUTURE PARTNERING ADVISORY COMMITTEE MEETING DATES:***

December 5, 2007     Annual Partnering Event – Glendale Civic Center

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### ***MEETING HIGHLIGHTS***

#### **Check-in with PAC members re: Stakeholder Group News:**

- Layne Patton – FHWA – noted the successful Partnering meeting held with the Navajo Nation in May to improve relations with the various Transportation agencies and address shared issues and concerns. Also advised PAC about the work being done to develop Arizona’s Strategic Hwy Safety Plan, explaining that Arizona is one of the few states labeled as an “opportunity state” meaning we have a much higher crash and fatality rate than others, with significant need for improvement.
- Patricia Ohlerking – Right-of-Way – has been attending Partnering classes to become certified as an ADOT facilitator.
- Kevin Woudenberg – Subcontractor – noted attempts to improve Traffic Control specifications for landscaping vs. construction projects and for surveying prior to pavement marking. Progress has been slow trying to get these chronic issues resolved. A meeting will be scheduled in July with ADOT to discuss.
- Linda Peterson – Partnering Office – Brought member’s attention to the Partnering Excellence Award nomination forms – 2007 applications are due by August 31 and winners will be recognized at the December 5, Annual Event. Also noted the excellent Navajo Partnering meeting in Flagstaff, which included the Hopi Tribe and local County representatives to address common maintenance issues. As a result, the Hopi’s are now interested in forming a Partnership of their own
- Natalie Sayer – Partnering Consultant from PeopleBuilders – we welcome Natalie to the PAC as a new member and facilitator beginning at the September meeting. She will take over for Russ Hanson.
- Michelle Fink – Partnering Office – is coordinating the Annual Event Subcommittee and logistics. The group is excited to be holding the Event at the Glendale Civic Center, and will have a Super Bowl theme. She also noted the revision to the Intro to Partnering Class, which will have an e-learning element conducted by computer, and then a classroom segment using role-plays for Partnering simulation. The Conducting a Partnering Workshop class will be revised in to the same electronic format in 08. Currently working with 16 new consultants to finalize their Partnering training so that they can begin to facilitate the construction workshops.
- Adam Carreon – Construction Supervision – has completed his EIT rotation and is now working in Phoenix Construction, and is serving as an ADOT Partnering Facilitator.
- Rod Lane – RE – has been consumed by the I-10 expansion project in Tucson, noting the preparations being made for Phase II, and a major traffic switch taking place this weekend. Briefly discussed the impact on local businesses.
- Mike Zimmick – Asst. DE – announced the completion of the last segment of the San Tan/Red Mountain interchange opening at the end of June. Only one segment remains to complete the 202 on the north side, opening later this year. Also advised the group of many new projects in the Phoenix area coming soon (e.g., I-17 & SR51 widening, HOV lanes on the 101).

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- Manuel Tapia – announced he is no longer with the City of Nogales, but is proud to say that the City has adopted the use of the Partnering process. Manny is now with DMJM-Harris, back in the Phoenix area, and working in construction administration.
- Will Garrison – Contractor– Expressed his frustration with recent audits of completed projects, which are now being charged for discrepancies, even though all agreed on the quantities at time of completion. The extended time for ADOT to close out projects is a major issue with contractors because all the “bills” have been paid, so any changes now cause major headaches (e.g. having to adjust tax returns). Timely closure of jobs needs to be addressed with ADOT’s auditors.
- Bill Kelton – Contractor – echoed Will’s issues with the Close-Out delays (in some cases as much as 3-years). Also noted expected and continuing challenges getting sufficient resources (labor and materials) for upcoming work, and the challenge of adequately planning/budgeting for things like environmental compliance (e.g. new dust control regulations adding to costs).
- Perry Powell –DE – announced that Al Kattan is transferring out of Construction to the Traffic Operations Center. He also noted that the upcoming Fiscal Year transportation plan exceeds \$1 Billion for the very first time – much work is on the way!
- James Young – Partnering Office – summarized a number of new Partnering initiatives including the Light Rail Project, the Hopi Tribe (next week), and the City of Tucson (end of June). He also noted the Partnering Office’s focus on process improvement, gathering Best Practice examples nationwide and citing several other States who have gained in Partnering stature. ADOT is still the benchmark, but we can also learn from what others are doing.
- Russ Hanson –Partnering Consultant – stated that the Consultants held their annual meeting in May, with several new consultants being added to the pool. The new people are in process of attending Partnering classes and will initially focus on general and internal partnerships, while the “old timers” will continue with the construction projects. Russ also announced that this will be his last PAC meeting as Facilitator, and will go back to his role as member. Natalie Sayer will take over facilitation duties.

### **SUBCOMMITTEE UPDATES:**

#### **Annual Partnering Event –**

##### **December 5, 2007 Event Planning**

Preparations are well underway and ahead of schedule for this year’s event. It will be held at the Glendale Civic Center, with the theme “Partnering: The Super Bowl of Teamwork” to coincide with **Super Bowl XVIII** to be held in Glendale the following month. The City of Glendale has bent over backwards to meet our needs, offering better food, free stage and screens and a significant money savings over last year’s event. They have also offered tours of the Stadium following the conference.

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The agenda includes an expansion of the break-out sessions, including speakers from Partnering Excellence Award winning projects, AGC and ACEC. We are targeting for 250 participants at this year's event, with special emphasis on including engineering firms and utilities.

35 sleeping rooms are being made available at a nearby Quality Inn, and arrangements for "night before" activities are being planned (i.e., Glendale Glitters, antique shopping, Cabellas).

## **Post Design Support**

Berwyn Wilbrink was called away at the last minute and unable to report on this topic. The only remaining action is to develop additional post design support guidelines for the Project Development Manual. This item will remain open for now.

## **Design Partnering Model**

Linda Peterson, Ermalinda Gene and Russ Hanson met on May 17 to review the processes and tools used for Design Partnering. The current model has been used for several years, so assessments are being made as to how it is working and what changes/improvements may be in order. Several Statewide Project Managers are also being interviewed for input and recommendations. Initial feedback is that the current formal Partnering model may not be the best approach, as Design Partnering tends to be less potentially adversarial. An alternative mentioned at the meeting was to refine the agenda and participation of the various Design Kickoff meetings to make them more "partnering-like." The group agreed that some type of Partnering process should be used on larger projects where there are multiple stakeholders, especially those involving agencies such as USFS, BLM, Cities, etc.

The Partnering Office will take the lead in continuing discussions with the Development groups and report at the September meeting.

## **DISCUSSION TOPICS:**

### **Partnering Evaluation Process**

Cynthia Douglas from the Partnering Office was unable to attend the meeting, but sent a pre-prepared document with some PEP usage information to trigger our discussion. Some concerns that had been raised included whether the PEP was being used as intended (a feedback and continuous improvement tool), lack of participation, lack of knowledge about the web application, and sub-goals for the project not being entered into the PEP database. Some key discussion point during the meeting included:

- Projects with the highest participation rates promote PEP entry using multiple formats – Web, filling out paper forms on site; e-mailing or faxing – whatever is most convenient for the user.
- Some people are still not aware the PEP can be filled out on line.

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- The more successful projects set aside time every month to discuss the PEP. Some groups do this following data entry, after summary reports are produced. Some groups actually conduct and discuss the PEP “real-time” in a go-around fashion, where each person identifies their scores and comments on issues and recognition.
- All agreed that comments need to be written to substantiate the scores. Putting all “3’s” is not helpful.
- Project leaders/champions need to demonstrate an expectation that team members need to take time to complete the surveys and discuss the results.
- More effort is needed at the Partnering meeting to plan who will participate and how it will be done, especially for those in the “sub/supplier” and “other” categories.
- Some noted that having the formal Partnering workshop several weeks into the project helps bring more people on board, since many partners (foremen, superintendents, subs, and suppliers) are not yet involved before the project begins. The approach would be to have a pre-Partnering meeting with the senior people up front, then the full Partnering a few weeks later.

The Partnering Office will continue to gather feedback and recommendations for PEP improvements from various stakeholder groups. Suggested contacts include attending the Office Managers and RE meetings, and interviewing PAC members from the contractor/sub/supplier categories. At the conclusion of our discussion on the PEP, the PAC decided that, rather than forming a subcommittee, there were better avenues for getting broader feedback and communicating about PEP. These are spelled out in the notes as the actions to meet with the RE's, the Office Managers, and to get feedback from a number of individual contractors through via phone interviews or e-mail questionnaires.

It was announced at the meeting that the PEP system software has been approved for distribution to other agencies. Requests have already come in from the Navajo DOT, D.E.S., and Pima County. The software will be offered in an “as-is” condition, with no ADOT support or maintenance services.

Free PEP training will be offered at HRDC on August 14 and 23 and 29. Register through Michelle Fink at [mfink@azdot.gov](mailto:mfink@azdot.gov).

### **Future Direction for the PAC**

We used some time at this meeting to stop and reflect about the purpose of PAC, whether the Mission has changed over the years, and the structure/format future meetings should take. We began by looking at our typical agenda and discussed what should be kept and what should change.

- Member check-in, news from stakeholder groups – keep the morning introductions and check-in. It serves as a good way to update everyone on what is happening and what is important within the various stakeholder functions.
- Subcommittees – Continue using on an as-needed basis. If general meeting discussions logically lead to a smaller group taking some action off line, then proceed to create the

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subcommittee and have them report their results at the general meetings. The challenge has been getting the subcommittees to meet and perform their tasks between PAC meetings. Members need to understand the commitment they are making when they accept this assignment.

- Discussion Topics – it was suggested that the PAC could be used to identify and address issues that are important to certain stakeholders, but have not been resolved through other channels. These could include issues that are not technically Partnering process issues, but are more ADOT operational in nature, common to many projects, and chronic. A couple of examples discussed included the length of time it takes to get a project fully closed out and the problems that creates with contractors; and getting survey work done prior to the striping operation.

The PAC agreed that this is not the forum for resolving those kinds of issues, but the PAC could be used to identify resources and assign a “champion(s)” for following up on the issue to get it resolved once and for all. The Partnering Office would help facilitate bringing together the people needed to solve the problem

One challenge noted with regard to addressing specific issues like the above is how to keep the entire membership interested and engaged, especially if issues do not pertain to them. This challenge becomes greater as the diversity of stakeholder membership increases.

- Partnering Fine Tuned Processes Update – in the past we have formed a subcommittee to get together and conduct a comprehensive review of every PFTP document, and then presenting recommended changes to the PAC for approval. In the future, comprehensive reviews may be conducted periodically, but as a normal course of operations, changes or additions will simply be implemented by the Partnering Office and tried out for a while. At the September PAC meeting each year, any changes/updates will be discussed. If there are no problems with what has been introduced that year, they will be adopted.

## ATTACHMENTS:

- Partnering Advisory Committee (PAC) Membership Roster

*For questions, assistance & information please refer to the ADOT Partnering web site:*

<http://www.azdot.gov/CCPartnerships/Partnering/index.asp>

## MEETING FEEDBACK

*Note:* ✓ means multiple entries of same comment

### MOST VALUABLE:

<b>Check-In</b>	✓✓✓✓✓✓✓✓
<b>Annual Event Update</b>	✓✓✓✓

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<b>Subcommittee Update</b>	✓✓✓✓
<b>Discussion Topic- PEP</b>	✓✓✓✓✓✓✓✓
<b>Discussion Topic – Future of PAC</b>	✓✓✓✓✓✓✓✓✓✓
<b>Networking</b>	✓✓✓✓✓
<b>Other –</b>	
<b>All</b>	✓
<b>Snacks</b>	✓

**SUGGESTIONS FOR THE FUTURE:**

- More members in attendance ✓✓✓✓✓
- Increased membership – balance of construction, maintenance
- Get reps from other stakeholders – subs, utilities, suppliers – and all of ADOT reps should be here (or find new reps) ✓
- Continue with discussions on various topics

**OVERALL RATING OF THE MEETING:**

1	2	3	4	<b>Average</b>
		<b>10</b>		<b>3.0</b>

(Scale: 1=Needs Significant Improvement, 4=Excellent, met all expectations)

**COMMENTS:**

- It is good to be back in the Phoenix Valley.
- Discussion issues
- Russ does a great job, and it is sad to see him go, I hope he still makes the meetings.
- The discussions between participants indicate they are truly interested in topics and offer good input.
- Good intro to group

**MEETING FREQUENCY PREFERENCE:**

<b>Monthly</b>	<b>Quarterly</b>	<b>Bi-Annually</b>
	9	1

**Recommended contacts to join PAC:**

- Kiewit, Sundt, Pulice construction reps needed
- Need RE & Field Tech – Perry Powell will submit names for Phoenix District
- Will keep trying to reach more subcontractors
- Invite Mike Kondelis from Kingman