# 2021

# San Francisco

**Collaborative Partnering Awards Application**



**Available for download at** [www.sfpartnering.com](http://www.sfpartnering.com)

## Recognition Levels

Gold (90 – 100 points)

Silver (80 – 89 points)

Bronze (75 – 79 points)

**For projects completed between**

**July 1, 2020 and June 30, 2021**

**Application Deadline: July 9, 2021**

**2021 San Francisco Collaborative Partnering Awards Application**

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| **PURPOSE** |

The San Francisco Collaborative Partnering Awards are an annual commemoration of completed projects that best exemplify the principles of Partnering. The purpose of the award program is to celebrate successes, share lessons learned, highlight best practices and acknowledge the collaborative efforts of teams who achieve extraordinary results.

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| **BACKGROUND** |

The San Francisco Collaborative Partnering Awards program was implemented by the San Francisco Collaborative Partnering Steering Committee (SFCPSC) in 2018. The objective of this recognition program is to honor teams who have successfully implemented the Partnering process for project delivery, contributing to the improvement of the overall construction program across the City and County of San Francisco.

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| **PARTNERING DEFINITION** |

Collaborative Partnering is a structured process that, through consistent application, creates a culture of collaboration in which construction project teams:

* Create project goals and strategies to meet them
* Measure progress toward goals
* Resolve issues and disputes
* Identify barriers and opportunities for project success
* Document lessons learned from the project when it is closed out

Tangible deliverables of the Collaborative Partnering process include a Charter (containing core goals, project-specific goals and a signature page), an issue resolution process, action plans and commitments, and an evaluation method (such as a partnering survey or Scorecard).

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| **BENEFITS** |

Winners of a Collaborative Partnering Award will be honored at the annual San Francisco Partnering Awards Ceremony. Winners of the “Best in Class” also may be automatically nominated (with pre-paid application fees) for the annual International Partnering Institute Partnered Project of the Year Awards.

The award-winning teams benefit in many ways, including:

* Recognition as leaders in Partnering excellence
* Becoming part of a network of City and industry peers committed to Partnering excellence
* Contributing to continuous improvement of Partnering as a business process

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| **COLLABORATIVE PARTNERING AWARD CATEGORIES** |

San Francisco Collaborative Partnering Awards are granted to projects in two sectors and two categories that have exemplified the benefits of a structured Partnering process:

**Sectors**

Public Infrastructure Construction (i.e. Horizontal and Water/Wastewater Construction):

Highways/state routes, freeways, roads and streets including reconstruction, an expansion or widening of existing roadways, bridges, interchanges, overpasses, road tunnels, transit or light rail, mechanical, utilities, water treatment, pipeline or other construction.

Buildings (Vertical Construction):

Buildings, public infrastructures, commercial, healthcare, historical restoration, industrial, institutional, pre-engineered buildings, parks and playgrounds, public works/environmental, renovation, restoration, public use buildings, etc.

**Budget Categories**

Category 1 - Project Budget is less than $20 Million

Category 2 - Project Budget is greater than $20 Million

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| **ELIGIBILITY REQUIREMENTS** |

* Projects must be completed between **July 1, 2020 and June 30, 2021.**
* Projects must be nominated by the Owner, Designer, Contractor, Construction Manager or Partnering Facilitator.
* Projects must have followed a structured Partnering process in accordance with the San Francisco Partnering Specification and/or Partnering Field Guide.
* Projects must have completed a minimum of two facilitated partnering sessions.

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| **APPLICATION TIPS** |

* Review the judges criteria (p. 9) and the point system before you begin the application process.
* Before and after photos are a great way to showcase specific elements of your project. Photos must be supported with text.
* Start the application early, then go back to review and polish it.
* Have your project partners review the materials for additional comments or insight. Quotes and buy-in from principal stakeholders will strengthen your application.
* The application must include each of the requested elements in order to be considered. In cases where scores are close, the quality of the application may be the deciding factor.
* Provide examples throughout the application. Examples are a descriptive and concrete way to illustrate how the project was exceptional.
* A panel of judges who may have no previous exposure to your project will review and evaluate your submission. The judging panel for each project category is made up of experienced and qualified professionals who can only evaluate what you present.
* Any inconsistencies between your description and other project elements may lead to lower scores. Staff may follow up with you prior to judging to clear up any confusing elements of the application. Take that opportunity to clarify and give your project the best possible chance of winning.  
  Good Luck!

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| **AWARD PROGRAM GUIDELINES** |

**Award Process**

The San Francisco Collaborative Partnering Awards selection process is led by the awards committee under the SFCPSC. The awards committee is comprised of volunteers from the City and industry that have an in-depth understanding of construction Partnering. The awards committee establishes the standards for award-winning projects, reviews applications and determines the level of recognition awarded to applicants.

Submittal requirements are clearly outlined each year.

The awards recipients are recognized at the annual San Francisco Partnering Awards Ceremony.

The steps of the process include:

1. Review submittals for eligibility and adherence to the guidelines and criteria

2. Selection of finalists

3. Verification/clarification of project history and results

4. Judges final recommendations

5. Presentation at the San Francisco Partnering Awards ceremony

Application deadlines and submittal information:

Applications are to be sent **by July 9, 2021 before 5 p.m**. **PST** to:

Nicolas King

[Nicolas.King@sfdpw.org](mailto:Nicolas.King@sfdpw.org)

Attn: SF Partnering Awards Program

Questions? Contact Nicolas King at (415) 637-0987

**Selection of Winning Applications**

Applicants must complete the standard application form (sections 1-3), the one-page summary and the judges criteria in accordance with the guidelines below. All materials may be used in future SFCPSC publications.

* Application form
* Application content
  + One-page summary describing why the project should receive a San Francisco Collaborative Partnering Award (this write-up should be suitable for publication)
  + Responses to all judges criteria questions in the order listed on page 9 **(maximum of 8 pages)**
* Attachments
  + Exhibits **(maximum of 5 pages)** such as press clippings, relevant special event materials, photos, charts, graphs or tables that highlight results, with a glossary of terms, if needed
  + Copy of the Charter/Partnering Agreement with signature page (if applicable), core goals and project-specific goals (does not apply to 5-page maximum)
  + Copy of a survey form/evaluation tool for the partnering process (does not apply to 5-page max)

Format for the submittal:

* Font size of 11 pt. Calibri with one-inch margins; 1.5 spacing
* A cover sheet with a photo or graphic may be used
* Please use chapter heads for each scored section
* Please submit the application as a MS Word (.doc) or Adobe (.PDF) file

Judges will score the responses given against the criteria established and select winners based on the quality of the application, not on the sophistication of graphics. If, in a given category, none of the applications receive winning scores, no award for that category will be granted.

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| **FINAL DETAILS** |

**Deadline: Entries must be received by July 9, 2021 before 5 p.m. PST.**

**Late entries will not be accepted.**

Submit completed applications via email to:

Nicolas King

[Nicolas.King@sfdpw.org](mailto:Nicolas.King@sfdpw.org)

Attn: SF Partnering Awards Program

Questions? Contact Nicolas King at (415) 637-0987

Applicants will be notified of the results in fall 2021. While teams will be notified in writing if their project team is a winner, the specific level of each award will be disclosed at the San Francisco Partnering Awards Ceremony.

*All submitted materials become the property of the SFCPSC awards committee and may be used in education, marketing and promotion for the awards program.*

**2021 San Francisco Collaborative Partnering Awards Application**

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| **Application Form (1 of 3)** |

**Category**

Note: See page 3 for eligibility requirements. Partnerships must have utilized a structured Partnering process. There may be multiple awards in each category.

Check only one category below:

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| **Category 1 (Under $20M)**   * Public Infrastructure Construction * Buildings | **Category 2 ($20M+)**   * Public Infrastructure Construction * Buildings |  |  |

**Partnering Training Bonus:**

* Teams with at least one member of the Owner’s and Contractor’s team who have attended San Francisco Partnering Fundamentals Training and received a Certificate will receive a bonus point.   
  List all attendees names here: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Applicant Information**List all key contractors and organizations who contributed to the construction project outcome. Please include all key firms you would like to be acknowledged at the Awards Ceremony.

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| **San Francisco Dept:**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | Owner’s Project Lead (Name and Title):  Office Phone / Cell Phone:  Email Address: |
| **Prime Contractor Firm:**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | Prime Contractor’s Project Lead (Name and Title):  Office Phone / Cell Phone:  Email Address: |
| **A&E Firm (or Dept.):**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | Designer’s Project Lead (Name and Title):  Office Phone / Cell Phone:  Email Address: |
| **Construction Manager (if applicable):**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | Project contact (Name and Title):  Office Phone / Cell Phone:  Email Address: |
| **Partnering Facilitator:**  **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** | Partnering Facilitator (Name and Title):  Office Phone / Cell Phone:  Email Address: |
| **Other Key Construction or Design Team members  (if applicable):** | Project contact (Name, Title, Company):  Office Phone / Cell Phone:  Email Address:  Project contact (Name, Title, Company):  Office Phone / Cell Phone:  Email Address: |
| **Key Project Client or Stakeholders, including subs/ vendors/ funding agencies, etc. that significantly contributed to the Partnering effort. They may be invited to the awards ceremony and receive an award certificate. Include an additional page if you need to add more.** | Name, Title and Organization:  Phone Number:  Email Address:  Name, Title and Organization:  Phone Number:  Email Address:  Name, Title and Organization:  Phone Number:  Email Address: |

**2021 San Francisco Collaborative Partnering Awards Application**

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| **Application Form (2 of 3)** |

**A) Schedule Outcome for Construction Phase:**

Original Contract Duration (days): \_\_\_\_\_\_\_

Contract Change Order days (if applicable): \_\_\_\_\_\_\_

Contract days \_\_\_\_\_\_\_ + CCO days \_\_\_\_\_\_\_ = \_\_\_\_\_\_\_\_ days (Full Contract Duration)

Actual days used for substantial completion = \_\_\_\_\_\_\_\_

Start Date (NTP): \_\_\_\_\_\_\_ Finish Date (Substantial completion or TCO): \_\_\_\_\_\_\_\_

Final Completion (if applicable): Number of days from TCO to final completion: \_\_\_\_\_\_\_\_

Did the project finish on time, ahead of schedule, or behind schedule? \_\_\_\_\_\_\_\_\_\_

Please explain any schedule anomalies or considerations for the judges:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**B) Project Budget Outcome:**

Original Contract (or Guaranteed Maximum Price) Amount: \_\_\_\_\_\_\_\_\_\_\_\_  
 Final Contract Amount (or GMP): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
 Cost Increase Associated with Owner Initiated CCOs: \_\_\_\_\_\_\_\_\_\_\_\_\_\_  
 Final Budget Outcome (Original Contract – Final Contract = Final Budget outcome): \_\_\_\_\_\_\_\_\_\_\_

Did the project finish on budget (within contingency), over budget (exceeded contingency), or under budget? \_\_\_\_\_\_\_\_\_\_

Please explain any budget amendments or significant changes for the judges:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**C) Change Order Outcome and Team Metrics:***Estimations for change orders and Team Metrics (if measured by the team) are fine. This data provides context and does not affect scoring.*

Number of Owner Initiated Project Change Orders (PCOs) Executed: \_\_\_\_\_\_\_\_

Number of Field Initiated Change Order Requests (CORs) Executed: \_\_\_\_\_\_\_\_\_

Total Number of Change Orders (PCOs + CORs) Executed: \_\_\_\_\_\_\_\_\_\_

Describe any change order issues encountered and detail how the Partnering process was used to address those issues in question 3 (Issue Resolution).

**Team Metrics (if measured by team):**

Average duration of response time for RFIs (i.e., 14 days per RFI): \_\_\_\_\_\_\_\_

Average duration of response time for Submittals (i.e., 21 days): \_\_\_\_\_\_\_\_\_\_

Average duration of issue identified to change order resolved (i.e., 28 days): \_\_\_\_\_\_\_\_\_\_

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| **Application Form (3 of 3)** |

**D) Claims Outcome:**

Number of Claims Accepted: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Number of Unresolved Claims (at close-out, ongoing?): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Describe any claim issues encountered and how the Partnering process was used to address those issues in question 3 (Issue Resolution).

**E) Safety Outcome:** OSHA Recordables: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Lost-Time rate: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Number of Fatalities: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Comments regarding safety issues that occurred in the project:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**F) Partnering Expense Analysis:**

Total Cost of Project Partnering (facilitator, meeting expenses, and surveys): \_\_\_\_\_\_\_\_\_

Final Project Cost: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Partnering Expense as a percentage of Project Budget: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Estimated Savings due to Partnering\*: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Saving Expense Ratio / Partnering Expense (e.g. $1/$40): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\*Note: To calculate estimated savings due to Partnering, the team must review the project and identify the potential cost and schedule impacts of issues resolved through the collaborative relationships between the owner, builder and engineer or design professionals. It is common for teams to include any value engineering, scope optimization, reduction in daily overhead rate due to schedule savings, substantial additions or amendments to scope or challenging issues resolved through partnering or the issue resolution process.

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| **Project Summary** |

Please use this page to briefly describe the scope, location and budget of this project and share why this project should receive a San Francisco Collaborative Partnering Award.

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| **Judges Criteria 100 points maximum** |

The Judges Criteria include the following (please use these titles as the headers of each section and give each criterion its own page – maximum of 8 pages):

1. How did you partner this project? (20 points)

* Did you use a Professional Neutral Facilitator? For how many sessions? Please specify if you held a kick-off session, interim follow-up sessions and/or a close out lessons learned session, and if these sessions were facilitated.
* Did the project use surveys? If so, how many did your team use?
* How did your team follow up on survey findings? If applicable, include an example of a decision the team made based on survey findings.

1. Goals and Outcomes of the Partnership (35 points)

* What were the team’s goals relative to scope, schedule, quality, safety and budget? Did your team have a goal or other project-specific goals (i.e. local business enterprise (LBE), Value Engineering, etc.)?
* Were the partnerships goals updated and evaluated throughout the project? Please provide details.
* What were the outcomes of your goals? Did the project exceed outcomes in terms of scope, schedule, budget, safety quality, personal fulfillment, etc.? If so, please provide details.

*Please include your Partnering Charter in the appendix (including signature page, core goals, project-specific goals, etc.). This does not count against the 10-page limit.*

1. Issue Resolution (20 points)

* Describe the issues that your team overcame through Partnering.
* What was your team’s issue resolution procedure? Please provide examples.
* In addition to Partnering, did you use a DRA/DRB, Facilitated Issue Resolution, or any other form of Alternative Dispute Resolution to resolve a disputed issue? If so, please provide details.
* Estimate the value of the issues resolved (in terms of cost and of schedule).

1. Teamwork (15 points)

* How did you develop team member relationships? Describe those relationships and how you maintained them.
* How did you inform, educate and/or engage the public, third parties, or other project stakeholders? Describe those relationships and how you maintained them.
* Provide specific examples of how Partnering added value for the team and the stakeholders, including the end-users.

1. Innovations and Lessons Learned (10 points)

* What “out of the box,” innovative/creative ideas were implemented on this project and/or in your partnering process?
* Explain any special adaptations or refinements that were made to improve the project partnering process to fit this project.
* What were your lessons learned and how will you use them to improve future projects?

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| **EXHIBITS AND PARTNERING MATERIALS** |

You may include up to five pages of exhibits – please provide text supporting all photos.

Please attach the project Charter and at least one Scorecard or Partnering Survey to the application (note – Partnering materials do not count against your page counts).