

## SFCPSC Partnering Enhancement Proposal (PEP)

### Success Factor 2.0: Performance Measures

#### Issue 2.3.3 Partnering Newsletter

##### Barrier

There is currently no consistent way to recognize project teams that are successfully using the partnering process on active projects.

##### Problem Statement and Current Practice

There is currently no forum to recognize project teams that are successfully using partnering to improve project outcomes as the project progresses.

- How do we recognize construction project teams that are using partnering successfully as the projects are being built?
- How do we inform City and industry staff of new programs and initiatives related to the partnering program?

##### Proposal:

We will develop a quarterly partnering newsletter. The newsletter will serve as the voice for the partnering program. It will provide partnering news, highlight success stories and recognize project teams that are successfully demonstrating effective partnering and have made notable strides through collaboration.

##### Discussion

- We will create a quarterly newsletter to highlight project teams that are:
  - a) Using the partnering model and
  - b) Achieving something noteworthy through partnering
- The newsletter will serve as the voice for the Citywide partnering program – educating City and Industry staff on the Collaborative Partnering process, its value, and its benefits
- The newsletter will Inform City staff and Industry about the San Francisco Awards Program and other upcoming events (i.e. Upcoming training, presentations, etc.)
- Content will include project success stories, brief interviews with key team members, highlights from the San Francisco Partnering Awards Program, and promotion of partnering training and events



##### Resources Required and Implementation Plan

The subcommittee will develop an online partnering newsletter and use the existing Contractor Liaison distribution E-mail list. The Partnering Coordinator will develop the newsletter and members of the SFCPSC will provide success stories and content ideas.

##### Performance Measurement

The measurement of success will be the development of a sustainable, quarterly partnering newsletter launched in 2018.

Performance Measures PEP 2.3.3 – Partnering Newsletter

Concept Approved By:	Performance Measures Co-Chair Signatures	Date
Performance Measures subcommittee co-chairs	Edgar Lopez SF Public Works 	6/6/18
	Jim Pappas Hensel Phelps Construction Co. 	6/6/18

**Addendum I: Sample Partnering Newsletter**

<b>Success Factor 2.0: Performance Measures</b>		
<b>Issue 2.3.3 Partnering Newsletter</b>		
Concept Approved By:	SFCPSC Department Leads	Date
SFCPSC Co-Chairs	Mohammed Nuru SF Public Works	Mike Ghilotti Ghilotti Bros., Inc.
SFCPSC Department Leads	Kathy How San Francisco Public Utilities Commission	
	Elaine Forbes Port of San Francisco	
	Ivar Satero San Francisco International Airport	
	Ed Reiskin San Francisco Municipal Transportation Agency	
	Phil Ginsburg San Francisco Recreation and Park Department	



Welcome to **Partnering Progress**,  
the SF Collaborative Partnering newsletter

Each quarter, we'll highlight partnered projects, team successes, awards and problem-solving strategies from City of San Francisco partnered construction projects.

**Port of SF Wins IPI  
Partnering Award**

**Bravo!** The Port's Pier 23 and Pier 19 ½ project team was awarded the International Partnering Institute's John L. Martin Partnered Project of the Year Sapphire Award (budget less than \$25 million) at IPI's Collaboration 2018 awards ceremony on May 18, 2018.



The project's key objectives: renewal, livability, sustainability and economic vitality were not only met, but more than two-thirds of the project's construction was performed by certified LBE firms.

The initial project scope included removal and replacement of existing roofing materials and flashing; hazardous material abatement; and restoration of historic rooftop monitor windows at Pier 23.

**Owner:** Port of San Francisco

**Construction Management:**

Evelyn Onderdonk (Resident Engineer)

Yakov Okupnik (Inspector)

Tim Leung (Supervisor)

**Engineering/Architectural Design:**

Wendy Proctor (Project Architect/PM)

Alan Gin (Architect)

Joe Roger (Structural Engineer)

As work got underway, however, there were many challenges, including unanticipated non-compliance issues with the hazardous material abatement subcontractor, which necessitated bringing in a new subcontractor; mandatory bird nest monitoring; and constant communication and collaboration with the popular neighboring waterfront cafe, Pier 23.

**Facilitator:** Jessica B. Romm

**Contractor:** Pioneer Contractors

Lou Tolentino (PM)

Manuel Avila (Superintendent)





## Meet Maria

Maria McKay, Ph.D., is a longtime member of the City's General Services Administration training and development team and one of our most popular internal partnering facilitators, with more than 100 sessions logged.

We checked in recently to hear more about her approach to facilitating Level 1 and Level 2 Public Works projects:

***How long have you been an internal partnering facilitator?*** Eight years.

***What is the greatest reward of facilitating partnering sessions?***

Getting feedback from participants that partnering was beneficial for the project. For instance, I've been told that the communication was effective and that there were minimal conflicts. I enjoy knowing that I've been able to help make positive change for the project team.

***What is the greatest challenge?***

Scheduling the sessions and making sure that all of the key players are present.

***What sort of prep work do you do prior to a kickoff session?***

Once the kick-off session is scheduled, I interview participants to get information about the project. The interview gathers information about project details, whether the project is high profile, current and potential challenges, and project goals. I also ask about whether the participant has been in partnering before and, if not, I will fill them in on what to expect.

***How has partnering evolved since you started facilitating? Are teams becoming more comfortable with the process?***

Over the years I have seen an improvement in participants' comfort level with partnering. I can see that it's becoming a part of the culture.

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## SFCPSC Member Jim Pappas Receives IPI Chairman's Award at Collaboration 2018 Ceremony

Hensel Phelps Vice President Jim Pappas, a member of the San Francisco Collaborative Partnering Steering Committee since its inception, didn't get advance notice that he'd be the solo recipient of the IPI Chairman's Award. When his name was called at the end of the Collaboration 2018 awards ceremony on May 18, it took him a moment to realize he was being beckoned to the stage by presenter Ivar Satero, director of San Francisco International Airport.



IPI Executive Director Rick Mayfield praised Pappas, noting, "He has personally contributed content to IPI's Partnering magazine, as well as program content for the awards conference. He has introduced several facility owners and AEC organizations to IPI, educating them on the benefits of partnering and encouraging them to become members."

Performance Measures PEP 2.3.3 – Partnering Newsletter

Pappas, a tireless advocate for partnering construction projects, admits it's been a long journey to where we are today.

*"I became involved with IPI because I believe the need for collaboration in our industry is great. I look back 20 years when Partnering was a day's worth of touchy-feely stuff. Now it has progressed to be a more pragmatic approach to avoiding and solving problems."*

- Jim Pappas, Hensel Phelps



**PROJECTS OF THE YEAR AWARDS**

We will highlight problem-solving team efforts and successes of partnered projects, big and small – so submit your application today!

**City of San Francisco buildings and infrastructure construction projects:**  
SFO, Public Works, SFMTA, SFPUC, Port of San Francisco and SF Rec & Parks

**Substantial project completion:**  
between July 1, 2016 and June 30, 2018

**Application deadline:**  
Friday, July 13, 2018

budget less than <b>\$10</b> MILLION	budget between <b>\$10-30</b> MILLION	budget greater than <b>\$30</b> MILLION
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**For more information contact** Jennifer Blot, San Francisco Public Works  
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[www.sfpartnering.com](http://www.sfpartnering.com) \*\*\* Send story ideas, feedback and news to [jennifer.blot@sfdpw.org](mailto:jennifer.blot@sfdpw.org)