

## 2021 Hazardous Waste Scanning Project

### File Form Naming Convention.

*(File\_Type).(Program).(Site\_Number).(YYYY-MM-DD).(File\_Name).pdf*

*Note 1: Each category is separated by a period "."*

*Note 2: Each word within category is separated by an underscore "\_"*

Specific File Naming Convention Label:

Report, HW, 932109, 2003-09-15, Partnering\_Retreat\_Results\_and\_Action\_Plan.pdf

# Holmes & Murphy, Inc.

General Contractors



HIGHWAYS - ROADWAYS  
BLACK TOP AND  
CONCRETE PAVING  
EQUIPMENT RENTAL

75 BANK STREET, ORCHARD PARK, NEW YORK 14127-2991

PHONE: (716) 662-9303

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September 11, 2003

RECEIVED

SEP 15 2003

NYSDEC - REG. 9  
FOIL  
X REL UNREL

Mr. Brian Sadowski  
270 Michigan Avenue  
Buffalo, New York 14203-2999

Re: Reconstruction of Prospect Street Bridge  
City of Lockport  
Partnering Retreat Results and Action Plan

Dear Mr. Sadowski:

I am forwarding the "Partnering Retreat Results and Action Plan" from the partnering session held on July 29, 2003.

Should you desire more copies or have a comment please give me a call.

Thanks to all for their participation.

Very truly yours,

HOLMES & MURPHY, INC.

Richard C. Holmes  
President

RCH:og  
Enc.

## **BUILDING A PARTNERSHIP FOR SUCCESS**

### **Partnering Retreat Results and Action Plan**

**Holmes & Murphy, Inc.  
NYSDOT  
City of Lockport  
NYSEG  
NYSDEC  
American Bridge Manufacturing**

**Reconstruction of Prospect Street Bridge  
City of Lockport, New York**

**July 29, 2003**

#### **Prepared by:**

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## **TEAM MEMBERS AND INTRODUCTION**

### **TEAM MEMBERS**

#### **New York State Legislature**

Jim Ward - Executive Advisor to Senator George Maziarz

#### **NYDOT**

Bob O'Connor - Regional Construction Engineering

Thomas M. Hurley -- Supervisor Construction

Eric E. Danzer - EIC Construction

Kim Richardson - Landscape Architect, Design

Janine Shepherd - Construction

#### **NYDEC**

Brian Sadowski - Construction Environmental Inspector

#### **Holmes & Murphy, Inc.**

Dick Holmes - President

Stuart Culver - Project Manager

David Knapp - Project Supervisor

#### **City of Lockport**

Tom Sullivan - Mayor

John Babis - Heavy Equipment Operator, Water

Gary Andes - Public Works Commissioner

#### **American Bridge Manufacturing**

Jamie Hilton - Project Manager

#### **NYSEG**

Bart A. Besley - Supervising Technical, Elmira/Lockport

Jack McKenzie - Work Process Planner, Construction/Engineering

Bob Johnston - Line Supervisor, Construction/Electric

Norm Wilson - Gas Supervisor, Construction

Mike Cummings - Gas Field Planner, Gas Engineering

#### **Facilitator**

Todd Braggins - Partner, Ernstrom & Dreeste, LLP

## **SUMMARY**

### **Opening Remarks of Senior Executives**

The Senior Executives of the Department of Transportation ("DOT") (Tom Hurley) and Holmes & Murphy, Inc. ("H&M") (Dick Holmes) discussed their commitment to the process and what they hoped to accomplish as a result of a successfully partnered project.

### **Introductions**

Instead of doing standard introductions, we asked everyone to discuss their work experience, expertise, hobbies, job responsibilities, hobbies, and family. This was the first step in project personnel beginning to understand the people involved in the project and their roles.

### **Partnering Overview**

The Facilitator spent some time discussing commitment, communication and conflict resolution (no litigation) as the fundamental elements of a successfully partnered project. The Facilitator also discussed the key ingredients to partnering: people, mission charter, issue elevation and rocks in the road.

### **Barriers, Problems and Recommendations**

In this exercise, the DOT, H&M, the City of Lockport, ("City"), together with NYSEG, the DEC and American Bridge Manufacturing, identified what actions the others engage in which create problems for them on a given construction project; what actions they engage in that create problems for the others; and lastly, what recommendations they would make to improve the situation. See **Tab "1"** for a listing of these discussion issues. This resulted in open and frank discussions of issues that commonly arise on a project such as this and began a dialogue for solving these issues.

### **Goals and Objectives**

In this exercise, the parties collectively identified their organizational values as they relate to the Project and then made a list of their specific Project objectives. See **Tab "2"** for the results of this exercise.

## **Developing Mission Statement**

Using the goals and objectives identified in **Tab "2"**, we developed a Mission Charter, together with specific Project objectives. The Mission Charter, signed by the Team, is attached hereto as **Tab "3"**.

## **Issue Resolution**

We spent a little time talking about the issue elevation process. We committed to a three-tiered approach: the technical, the business and the political solution to each issue.

We discussed these general rules:

1. Elevate issues before they impact the job.
2. We discussed a process to identify the issue impact date to be sure the solution occurs before the impact.
3. We committed to no claims by ambush, that litigation is the absolute last resort and to always keep talking and keep listening.

Based on those general rules, we agreed that the Team would adopt the three-level conflict resolution procedures as follows:

1. The issue elevation levels are as follows:

Eric Danzer (DOT)	Level One
Dave Knapp (H&M)	
Jack McKenzie/Norm Wilson (NYSEG)	
Brian Sadowski (DEC)	

Tom Hurley (DOT)	Level Two
Stuart Culver (H&M)	
Jack McKenzie/Norm Wilson and	
Mike Cummings (NYSEG)	
Dan King (DEC)	

Bob O'Connor (DOT)	Level Three
Dick Holmes (H&M)	
Brian Sadowski (NYSEG)	
Dan King (DEC)	

2. Issues will be resolved whenever possible at Level One.

3. The Team members all encouraged the empowerment of Level One representatives to make decisions. Issues unable to be solved at Level One will be solved at Level Two as quickly as possible. Where necessary, level Three will be involved.

The Team agreed that any Team member could request a follow-up partnering session, as needed.

### **Rocks in the Road**

This part of the Project Workshop focused on avoiding and minimizing problems by using the vision of all the Team members to identify potential risks to the Project, assign responsibility, and take action for resolution. We adopted the Six-Step Problem-Solving Method as the way in which the Project Team would analyze the project rocks.

We then discussed the specific Rocks in the Road. See **Tab "4"** for a listing of the actual and possible Rocks in the Road for this Project. During the upcoming months, the possible rocks can be addressed using our problem-solving method if they become actual problems.

We then prioritized the rocks and decided that Pole Relocation is the "Rock" we would first address. We applied our Six-Step Problem-Solving Method to that issue by brainstorming all of the causes for the potential problems. Once we had completed that step, we identified what was to be done, when it will be done and who will take the actions needed to solve the rock in the road. The list of causes of the problem, as well as the what, when and who are also contained in **Tab "4"**. We then proceeded to address additional Rocks in the Road, specifically the following:

#### **Water Line Shut Down**

On the East Side, H&M will determine the serial number for the pipe and order a replacement. On the West Side, H&M will cost out a new valve.

#### **Decision Issues**

DOT and H&M agreed to try to call or talk to each other to resolve issues before writing letters. However, both DOT and H&M recognize that the contractor may ultimately need to write a letter in order to preserve their contractual claim rights.

#### **Payment**

Bob O'Connor offered to have Dick Holmes call him personally if any payments are late.

## **Environmental**

For excavation NYSEG performs, H&M will truck away soil and DOT will pay H&M. In turn, NYSEG will reimburse DOT.

These Rocks were addressed in a similar fashion.

## **CONCLUSION**

The initial stages of Partnering on this Project have been a success. We had clear and convincing commitment from the leaders for the Project. Hopefully, out of this session the Project Team Members will continue the Partnering efforts. We also began to establish a conflict resolution/elevation process.

In addition to those fundamental elements of a partnered project, we put into place the structure for the key ingredients of such a Project. Rocks in the Road were identified and a problem solving method implemented for those problems.

The remaining issue relates to having the Project Team use the tools we established. Follow-up Partnering meetings need to be held as needed, the problem solving method we adopted needs to be applied to any Rocks in the Road that are encountered in the future, and open communication needs to be encouraged.

There is no magic in Partnering. It takes commitment, hard work and communication.





## **BARRIERS, PROBLEMS AND RECOMMENDATIONS**

### **H&M**

#### **ACTIONS THAT CAUSE PROBLEMS FOR H&M**

- UNTIMELY DECISIONS
- CLEAR AND CONCISE, UNOBSTRUCTED WORK AREAS
- PAYMENT
- RECOGNIZE CHANGE OF CONDITIONS WITH FAIR AND TIMELY  
REIMBURSEMENT
- SENSE OF URGENCY
- UTILITY CHAIN OF COMMAND AND SCHEDULING
- COMMUNICATION BETWEEN OWNER AGENCIES

#### **ACTIONS WHICH CREATE PROBLEMS FOR OTHERS**

- LACK OF COMMUNICATION TO OTHERS
- LACK OF CONSIDERATION OF PROBLEMS OF OTHERS
- TOO FOCUSED ON FINANCES

#### **RECOMMENDATIONS FOR IMPROVEMENT**

- BETTER COMMUNICATION - ANTICIPATE NEEDS
- APPRECIATE OTHER PARTIES' NEEDS AND ACCOUNTABILITIES
- CLEAR AND PRECISE PLANS AND SPECS

## **BARRIERS, PROBLEMS AND RECOMMENDATIONS**

(Cont'd)

### **DOT**

#### **ACTIONS THAT CAUSE PROBLEMS FOR DOT**

- PRODUCTION/INCENTIVES
- SAFETY
- SCHEDULING DETAILS
- COMMUNICATION OF DESIGN EXPECTATIONS
- UNBALANCED BIDS
- OVER-AGGRESSIVE PAYMENT APPLICATIONS/CLAIMS
- COMMUNICATION

#### **ACTIONS WHICH CREATE PROBLEMS FOR OTHERS**

- TIMELY PAYMENTS
- NOT FLEXIBLE REGARDING SPEC. INTERPRETATION
- COMMUNICATION OF DESIGN AND UTILITY INFORMATION
- ERRORS/OMISSIONS IN PLANS

#### **RECOMMENDATIONS FOR IMPROVEMENT**

- GET DESIGNERS INTO FIELD
- ACCURATE ENGINEER ESTIMATES

## **BARRIERS, PROBLEMS AND RECOMMENDATIONS**

(Cont'd)

### **CITY OF LOCKPORT**

#### **ACTIONS THAT CAUSE PROBLEMS FOR THE CITY**

- EMERGENCY SERVICES
- WATER LINE/SERVICE INTERRUPTION
- COMMUNICATION SYSTEM
- PROGRESS REPORTS

#### **ACTIONS WHICH CREATE PROBLEMS FOR OTHERS**

- LOCAL PRESS
- EMERGENCY SERVICES
- ROUTINE MAINTENANCE

#### **RECOMMENDATIONS FOR IMPROVEMENT**

- FORMAL COMMUNICATION STRUCTURE
  - MEETINGS, ETC.
  - NOTIFICATION

## **BARRIERS, PROBLEMS AND RECOMMENDATIONS**

(Cont'd)

### **NYSEG**

#### **ACTIONS THAT CAUSE PROBLEMS FOR NYSEG**

- ENVIRONMENTAL ISSUE WITH POLE REMOVAL
- WORK CONFLICTS/SCHEDULING
- VERIZON
- WORK COORDINATION/CONGESTION OF WORK AREA
- EXISTING UTILITIES
- INCENTIVES
- MANPOWER AVAILABILITY
- UNAPPROVED PLANS FROM STATE
- CHANGE ORDER NOTICE

#### **ACTIONS WHICH CREATE PROBLEMS FOR OTHERS**

- STORMS/DIVERSION OF WORK FORCE
- MANPOWER
- WORK AREA

#### **RECOMMENDATIONS FOR IMPROVEMENT**

- COMMUNICATION
- WEEKLY PROGRESS MEETING
- WHO IS IN CHARGE ON SITE
- PRECAUTIONS TO PROTECT NEW WORK



## VALUES

### DOT

- MONEY
- EXPERTISE
- COORDINATION

### H&M

- PROFESSIONAL
- SAFE
- ETHICAL
- PRODUCTIVE
- ACCOUNTABLE
- RESPECTABLE
- EXPERIENCED

### NYSEG

- SAME AS ABOVE
- SAFETY #1
- RELIABILITY

### CITY OF LOCKPORT

- SENSE OF HISTORY, PRIDE AND COMMUNITY
- TEAMWORK
- LEADERSHIP
- PRIDE BY PROJECT - CONTRACTORS REFLECTIVE OF THAT IN ORIGINAL CANAL

## GOALS AND OBJECTIVES

### ALL

- COMPLETED ON TIME
- SAFETY
- QUALITY
- MINIMAL DISRUPTION TO THE COMMUNITY
- WITHIN BUDGET
- H&M MAKES PROFIT
- NO UTILITY HITS
- SATISFACTION OF OWNER AND END USER
- OPEN COMMUNICATION
- TIMELY DECISION-MAKING
- EMPOWER PERSONAL OWNERSHIP BY WORKERS
- TIMELY CLOSE-OUT
- COMPLETE UTILITY WORK WITHOUT DISRUPTION
- IMPROVE UTILITY SYSTEM RELIABILITY
- H&M AND DOT FEEL AT THE CONCLUSION OF THE PROJECT THAT NYSEG WAS GREAT TO WORK WITH
- NO ACCIDENTS
- SHOWCASE INSTALLATION WELCOMED BY CANAL CULTURE
- MINIMAL MAINTENANCE COST POST-CONSTRUCTION







STATE OF NEW YORK  
DEPARTMENT OF TRANSPORTATION



Holmes & Murphy, Inc.  
General Contractors



We the Representatives of The NYSDOT, NYSDEC, Holmes & Murphy, Inc., American Bridge Manufacturing, NYSEG and the City of Lockport pledge to work safely and efficiently as a partnership in the construction of Stevens Street Bridge in the City of Lockport. In this spirit, we commit to the following goals and objectives:

- 1) Maintain open and effective communication;
- 2) Perform quality workmanship in a safe manner;
- 3) Respect each partner's interest in the execution of the project;
- 4) Completion of the contract to the satisfaction of Owner agencies and active participants;
- 5) Project issues will be openly communicated and resolved in a fair and timely manner;
- 6) Achieve a spirit of teamwork for the maximum benefit of the residents of the City of Lockport.



**New York State Department of Environmental Conservation  
Division of Solid and Hazardous Materials, Region 9**



# NYSEG

Gary M. Anderson, P.E.  
 James K. Hilton J.  
 Susan C. Miller  
 David J. Krapp  
 Linda D. E. H. H. H.  
 Susan L. Johnson



## ROCKS IN THE ROAD

### POSSIBLE/POTENTIAL ROCKS IN THE ROAD

POLE RELOCATION

ENVIRONMENTAL ISSUES

PAYMENT ISSUES

UNION ISSUES

DECISION ISSUES

SAFETY

WEATHER

WATER LINE/GAS LINE

### **ROCK #1: POLE RELOCATION**

#### CAUSES

- NO FINAL PLAN/PRINTS
- NO CONTRACT
- ENGINEERING

#### ACTION

##### PLANS/PRINTS

WHO: NYSEG  
WHAT: PRINTS  
WHEN: TODAY

##### CONTRACT

WHO: NYSEG  
WHAT: NOTIFY NORTHEAST  
WHEN: TOMORROW