

LEE LAWRENCE ANDERSON, JR.

PARTNERING SERVICES

Too often, construction partnering starts off with a bang—and then peters out. On the hugely successful Woodrow Wilson Bridge program, Larry's disciplined approach was the secret ingredient that kept partnering on track. He does the following:

- Organizes a productive kickoff workshop among the parties
- Facilitates the workshop himself or finds a nationally known consultant to do so
- Schedules regular follow-up meetings monthly, bimonthly, or quarterly.
- Develops follow-up meeting agendas for project manager approval
- Using the project website or DLCCG's on-line service, surveys participant attitudes before each meeting and tabulates them for discussion
- Presents survey results at each meeting, analyzing trends and exploring comments
- If a project-led partnering meeting start to veer off track, steers it back with humor or a pointed question. Most meetings last 60 to 90 minutes and conclude with a segment on "what went *right*."
- Writes meeting minutes for each follow-up meeting for project manager approval, freeing project personnel from this chore. Larry's minutes are timely, readable, comprehensive, and because he "speaks construction," they are on target.

All, some, or any of these services can be provided, depending on what the construction team wants to do for itself.

EXPERIENCE

- **2008 – Present.** Senior Program Manager, McDonough Bolyard Peck; advising the U.S. Army Corps of Engineers at the \$1 billion BRAC office campus design-build construction at Mark Center, Alexandria, Va.
- **2001 – 2008.** Programs Manager, Potomac Crossing Consultants: Larry reported directly to the GEC's Executive Project Manager, handling management assignments that varied widely in character. Primary among these was Larry's role as partnering coordinator for the Woodrow Wilson Bridge program since the start of construction. The partnering program that Larry established earned national renown. Partnering involved 19 separate construction or mitigation contracts varying in size from \$3 million to \$237 million, and totaling \$1.5 billion. The partnering program was effective in avoiding claims and promoting an atmosphere of shared mutual interest. The Virginia Approach Span contract, for which Larry managed the partnering, won a 2009 Marvin M. Black Partnering Award from the AGC.
- **1998 – 2001.** Project Manager, Parsons Brinckerhoff; Asset Management Pilot Project for Virginia DOT: Program manager for VDOT's prototype inventory and condition assessment system.
- **1997 – 1998.** Program Manager, Seismic Standards Assessment Program for National Institute of Building Sciences: Organized and administered a \$3 million national program to test new seismic rehabilitation guidelines.
- **1971 – 1997.** U.S. Navy Civil Engineer Corps, retiring as a Captain. Construction-related career highlights included:
 - Executive Assistant to the Commander, Naval Facilities Engineering Command

- Commanding Officer of a 700-member Seabee battalion. Turned this sub-par performer into the best in the fleet.
 - Field Engineer/Senior Contract Administrator, Utility Infrastructure for new submarine base, Kings Bay, Georgia. Managed several major construction contracts concurrently, totaling \$50 million in value.
 - Office Engineer/Design Selection Panel Member: Development Planning for new Submarine Base, Kings Bay, Georgia
 - Owner's Contracting Officer and Project Administrator, Miscellaneous Projects, Key West, Florida
 - Project Manager, Utility Construction, South Pole Station and McMurdo Station, Antarctica
 - Project Manager, Horizontal Construction, South Pole Station, Antarctica
 - Project Superintendent, Fast-track Alterations and Interior Masonry Construction, Bermuda
- **1969 – 1971.** Project Engineer, Enjay Chemical Company, Baton Rouge, Louisiana

DISTINCTIONS

- 2009 Marvin M. Black Partnering Award, from Associated General Contractors of America (AGC) for Woodrow Wilson Bridge “Virginia Approach Span” contract with Granite Construction, Inc., Mar. 5, 2009
- Making a Difference Silver Award – Partnering, from National Partnership for Highway Quality for Woodrow Wilson Bridge contract with R. R. Dawson Bridge Company, Apr. 12, 2007
- Award of Excellence in Construction – Partnering, Maryland Quality Initiative for Woodrow Wilson Bridge contract with John Driggs Company; Jan. 15, 2005
- ASCE Foundation “Volunteer of the Year,” 2004
- ACEC national Excellence Awards judge, 1996-98

PUBLICATIONS & PRESENTATIONS

- “Woodrow Wilson Bridge Lessons Learned: Partnering in Context,” a workshop presentation at the Maryland Quality Initiative annual conference, Baltimore, Md.; Feb. 5, 2009
- Partnering Kickoff Workshop (full-day) for Indian River Inlet Bridge Replacement design-build contract (\$150 million) with Skanska USA Southeast and DelDOT, Jan. 13, 2009
- “Managing Conflict in Construction Megaprojects: Leadership and Third-Party Principles,” *Conflict Resolution Quarterly*, Vol. 26, No. 2, Winter 2008, with Brian Polkinghorn, PhD, pp. 167-198.
- Partnering Kickoff Workshop (full-day) for Chopawamsic Creek Bridge Replacement contract (\$5 million) with Shirley Contracting Company and ROICC Quantico, June 26, 2008
- Partnering Kickoff Workshop (full-day) for I-95 4th Lane Widening contract (\$85 million) with Shirley Contracting Company and Virginia Department of Transportation, May 18, 2008
- ACEC-sponsored Lessons Learned presentation at VDOT NoVA District quality forum, Center for Innovative Technology, Dulles, Virginia, May 1, 2008.
- “Woodrow Wilson Bridge Lessons Learned: Partnering in Context,” a workshop presentation at AASHTO Standing Committee on Quality, Raleigh, N.C., with Brian Polkinghorn, PhD; Apr. 16, 2008

- “Achieving Effective Partnering: The Woodrow Wilson Bridge,” a workshop presentation at AASHTO Standing Committee on Quality, St. Louis, Mo., with Maryland State Highway Administration client Paul Gudelski; May 23, 2007
- Partnering Kickoff Workshop (½-day) for Anacostia East Wetland Mitigation contract (\$8 million) with Glover Construction Co. and Maryland State Highway Administration, Apr. 19, 2007
- “Partnering on the Woodrow Wilson Bridge Project,” a workshop presentation at the Maryland Quality Initiative annual conference, Baltimore, Md., with 3 co-presenters; Jan. 18, 2007
- “Total Quality Management Meeting,” a workshop presentation for VDOT U.S. Route 1 Interchange construction management team and construction contractor (Skanska) management personnel; Sept. 15, 2006
- “Upward Communication and Quality versus Schedule,” an on-the-job workshop for the VDOT U.S. Route 1 Interchange construction management team, Aug. 30, 2006
- “Anatomy of a Successful Partnering Program on a Megaproject,” *Leadership and Management in Engineering*, July 2006, Vol. 6, No. 3, pp. 110-116
- “A Partnering Success Story at the Woodrow Wilson Bridge,” *Leadership and Management in Engineering*, January 2004, Vol. 4, No. 1, pp. 38-45. [Winner of ASCE 2004 Best Feature Article Award]
- “Partnering on Mega-Projects,” with Tom Warne, co-moderated a panel at ASCE National Conference, Washington, DC, Nov. 5, 2002

EDUCATION

M.S. Civil Engineering, University of California, Berkeley
 M. Public Policy, University of California, Berkeley
 B.S. Civil Engineering, University of Michigan (Summa cum laude)

SPECIALIZED EDUCATION

• Facilitation Training, “Concepts and Practices of Group Facilitation,” Dynamic Leadership Consulting Group, Inc.	24 hours	2007
• NHI Pilot Class, “Partnering: A Key Tool for Improving Project Delivery in the Field”	9 hours	2007
• Larry Bonine’s “Project Management and Partnering Leadership” workshop	16 hours	2001
• Parsons Brinckerhoff’s “Quality Improvement System Orientation Workshop”		1999
• W. Edwards Deming’s class, “Plan for Action to Optimize Service Organizations”	16 hours	1993
• Conway Quality, Inc. “Right Way to Manage Seminar”	20 hours	1992
• Construction contract administration training provided by Naval Facilities Engineering Command or its outside providers	370 hours cumulative	1974- 1993

PROFESSIONAL AFFILIATIONS

American Society of Civil Engineers

PROFESSIONAL REGISTRATIONS

Professional Engineer: Louisiana, (E-14260)
 Certified Acquisition Professional: Department of the Navy