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23RD ANNUAL CALTRANS

EXCELLENCE IN PARTNERING

AWARDS CEREMONY




Partnering
Our way of doing business

23RD ANNUAL CALTRANS

EXCELLENCE IN PARTNERING

AWARDS CEREMONY



It is my sincere pleasure to welcome you to the 23rd Annual Excellence in Partnering Awards Ceremony. This event celebrates 15 noteworthy project teams who have demonstrated an exceptional commitment to successfully delivering projects via strong partnerships.

Each one of this year's award-winning projects is unique and faced complex and complicated challenges over the course of the work performed. That said, one common thread connecting all these projects was the composition of teams, all working collaboratively toward a common goal.

These 15 teams exemplify Caltrans' long-standing history of promoting partnering in all its projects. Congratulations again to this year's award-winning teams.

In closing, I am reminded of this apropos quote from Phil Jackson, "The strength of the team is each individual member. The strength of each member is the team."

Partnering Program Manager

AWARDS CEREMONY

September 26, 2023 | 1:00 PM - 3:00 PM

INTRODUCTION

Welcome

Ray Hopkins

*Chief, Division of Construction | Headquarters,
California Department of Transportation*

Partnering – Our Way of Doing Business

Tony Tavares

Director | California Department of Transportation

Partnering – Commitment to Leadership

Chris Smith

*Regional Government Affairs Director, Northern California |
AGC of California*

Mike Costa

Senior Vice President, Flatiron West

AWARDS PRESENTATION

Category 1 Projects Less Than \$10 Million

Christy Connors

California Department of Transportation | District 8

Ryan Aukerman

Executive Vice President | Griffith Company

Category 2 Projects Between \$10 Million and \$50 Million

Harpreet Binning

California Department of Transportation | District 6

Brian Dowd

Senior Vice President | Granite Construction

Category 3 Projects Greater Than \$50 Million

Pam Marquez

California Department of Transportation | District 10

Jeff Galterio

General Manager | Sully-Miller Contracting Co.

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- D-4 I-280 Pavement Rehabilitation; O.C. Jones & Sons, Inc.
- D-6 Second Street Undercrossing; Granite Construction
- D-8 I-40 San Bernardino County; Ames Construction Co.
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- D-8 Barstow I-15 Rehabilitation; Sully-Miller Contracting Co.
- D-10 Hwy 49 Pavement Preservation in Mariposa County; Teichert Construction
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CALIFORNIA DEPARTMENT OF TRANSPORTATION
EXCELLENCE IN PARTNERING AWARDS CEREMONY

PROJECTS LESS THAN \$10 MILLION



PARTNERING LEADERSHIP

Katharine Perrin
Caltrans District 1

Justin Pichardo
O.C. Jones & Sons, Inc.

Sue Dyer
OrgMetrics, LLC

STATS

Project ID: 01-0G33U4

Caltrans District: 1

Contractor: O.C. Jones & Sons, Inc.

Schedule: 103 days (contract) vs. 103 days (actual)

Budget: \$8,686,100.00 (budget) vs. \$8,585,182.02 (actual)

Safety: Zero OSHA recordable incidents

Estimated Savings in Partnering: \$3.92 per dollar

BEST PRACTICES

Partnering Charter
Weekly Meetings
Flexible Meeting Methods
Timely Resolution Management
Closeout Meeting
Lessons Learned Synopsis



The weekly meetings were a very important tool, that the team took seriously in attendance and participation. The partnering meetings were also important, but were more flexible in how they were scheduled, and were tailored to the project needs."

FUN FACT

"Lake County diamonds," also called "moon tears," are semi-precious stones of volcanic origin found nowhere else in the world. While not equal in hardness to real diamonds (rated 7.5 to 8 compared to a diamond's 10 rating), Lake County diamonds have been used commercially and are capable of cutting glass. They are highly prized by collectors and can be faceted and polished to make beautiful jewelry, nearly as brilliant as real diamonds. According to one local tribe's legend, a Pomo Indian chieftain and the moon fell in love. The moon could not stay with the chieftain because she was needed by the people to light the night sky and mark the seasons. She was so sad to leave the chieftain that she wept "moon tears."

Bachelor Creek

PROJECT SUMMARY

This project realigned and widened Highway 20 three miles west of Upper Lake, just west of Witter Springs Road. Turning bays were added for Witter Springs Road in both directions, shoulders were widened to eight (8) feet, and the horizontal curve radius was increased. Sight distance and clear recovery area were also increased. Eleven (11) drainage systems were improved (one (1) of them was eliminated). Two (2) of the drainage systems were large precast concrete box culvert systems. Stone columns were installed in the ground before placing fills and box culverts in order to prevent settlement.

SUCCESS STORIES

Partnering changed this team of strangers into effective collaborators and partners. This project was handed off from the Lake County Construction Unit to the Mendocino County Construction Unit just after approval to help balance the workload. Although O.C. Jones was already doing work in Lake County, the teams of this project had not yet worked together. Despite the newness, the relationship was productive throughout. At the partnering close-out meeting, everyone agreed that they would look forward to the next project with these partners.

This project required extraordinary partnering. The team operated such that small issues were not overlooked, and effective communication, respect, and professionalism were essential. Partnering with those ideals allowed large and complex issues to be resolved smoothly and efficiently.

The team worked through issues, to avoid delays, and manage challenges. Good relations were made with the neighbors, the Pomo Tribe, the Caltrans Environmental Team, the regulatory agencies, the traveling public, Maintenance, Design, and METS. Quality communication made the outcome of this project much better, but also, built relationships that will facilitate future work.

A lot of partnering happened in the field, including Christian Ballew, O.C. Jones Grade Setter, working with the inspector on issues with the GPS and understanding the automated machine guidance. The project moved 30,000 CY of material from one side of the highway to the other. The AMG was essential in cutting the slopes properly and realigning the highway. Another example is the lead inspector, Makhhan Ranu, proposed the use of form savers to eliminate the need for additional forms for the end pieces of the box culvert.



PARTNERING TIP

I think there should be a template for self-directed partnering, and it should be encouraged or required on all projects that don't have formal partnering. Also, internal team building should have a guide.



PARTNERING LEADERSHIP

Javier Huerta
Caltrans District 6

Stephan Harley
Granite Construction

Leonard Steinberg
Creative Alliance Group, LLC

STATS

Project ID: 06-0Q9104

Caltrans District: 6

Contractor: Granite Construction

Schedule: 173 days (contract) vs. 173 days (actual)

Budget: \$8,022,446.00 (contract) vs. \$7,904,737.28 (actual)

Safety: Zero OSHA recordable incidents

Estimated Savings in Partnering: \$17.89 per dollar

BEST PRACTICES

Partnering Charter
Effective Communication
Success/Failure Guidelines
Clear Goal Explanation
Collaborative Meetings



A special adaption made with this project was the use of virtual meetings due to the Covid-19 pandemic. Granite and Caltrans were able to keep communication consistent with the use of virtual meetings while saving time in every stakeholder's day by reducing the amount of travel needed to conduct meetings."



FUN FACT

When California became a state, the government divided California into counties. One of the largest of these was named Mariposa County and it covered the entirety of the middle of the state. In 1852, Mariposa County was divided and the southern part was named Tulare County. The name Tulare is derived from the giant sedge plant called tule (too-lee), native to freshwater marshes that once lined the shores of Tulare Lake.

State Route 99 & Ave 152 Overcrossing

PROJECT SUMMARY

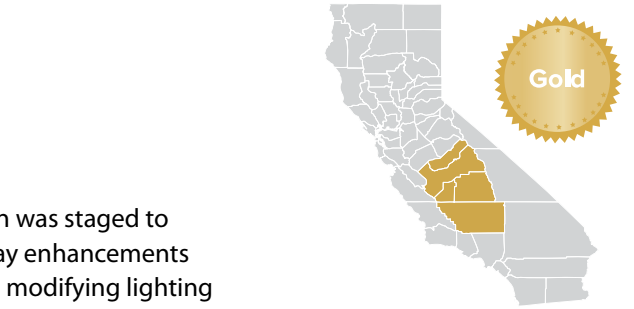
This project replaced the Avenue 152 overcrossing over Highway 99 in Tipton. Construction was staged to demolish the existing structure and erect precast girders for the new overcrossing. Roadway enhancements included reconstructing shoulders, replacing guardrail to the current safety standards, and modifying lighting and traffic monitoring systems.

SUCCESS STORIES

This project started with an unexpected opportunity to take advantage of an emergency situation in which the structure in question was hit by an oversized load and immediate action was required. After team evaluation and collaboration, a full closure of all local bridge traffic was necessary, resulting in improved contractor efficiency and the elimination of unnecessary repairs.

Caltrans and Granite Construction worked together to facilitate a VECP. This involved the redesign of the stage construction plans to detour traffic only during eight (8) night shifts to perform existing structure demolition and erection of the new girders. The VECP reduced the number of traffic alignment changes from nine (9) to two (2). Nightly traffic detours were also reduced to eight (8) and only implemented when traffic volumes were at their lowest. The work Caltrans and Granite put into the VECP accomplished several partnering goals, including reducing impacts of construction on the traveling public by keeping on and off ramps open, reducing the overall duration of the project by fourteen (14) days, and saving the State of California over \$200,000.00. Construction of the project proceeded before the VECP was finalized through excellent partnering by both Caltrans and Granite.

During construction of the VECP detours, the team continued partnering efforts when Caltrans and Granite would engage in field meets to quickly solve design conflicts with detour alignment changes and adjust on the fly to keep the project moving forward.



PARTNERING TIP

The team celebrated partnering quarterly out in the field with team lunches and breakfast. At one partnering success event, Granite provided breakfast burritos for everyone on the project site.





CALIFORNIA DEPARTMENT OF TRANSPORTATION
EXCELLENCE IN PARTNERING AWARDS CEREMONY

PROJECTS BETWEEN \$10 MILLION AND \$50 MILLION



PARTNERING LEADERSHIP

John Yolton

Caltrans District 2

James Folsom

Hat Creek Construction & Materials, Inc.

Holly Parrish-Bezner

Synergy Partnering

STATS

Project ID: 02-4E46U4

Caltrans District: 2

Contractor: Hat Creek Construction & Materials, Inc.

Schedule: 236 (contract) vs. 226 (actual)

Budget: \$32,890,500.00 (contract) vs. \$33,696,266.58 (actual)

Safety: 1 OSHA recordable incident

Estimated Savings in Partnering: \$25.12 per dollar

BEST PRACTICES

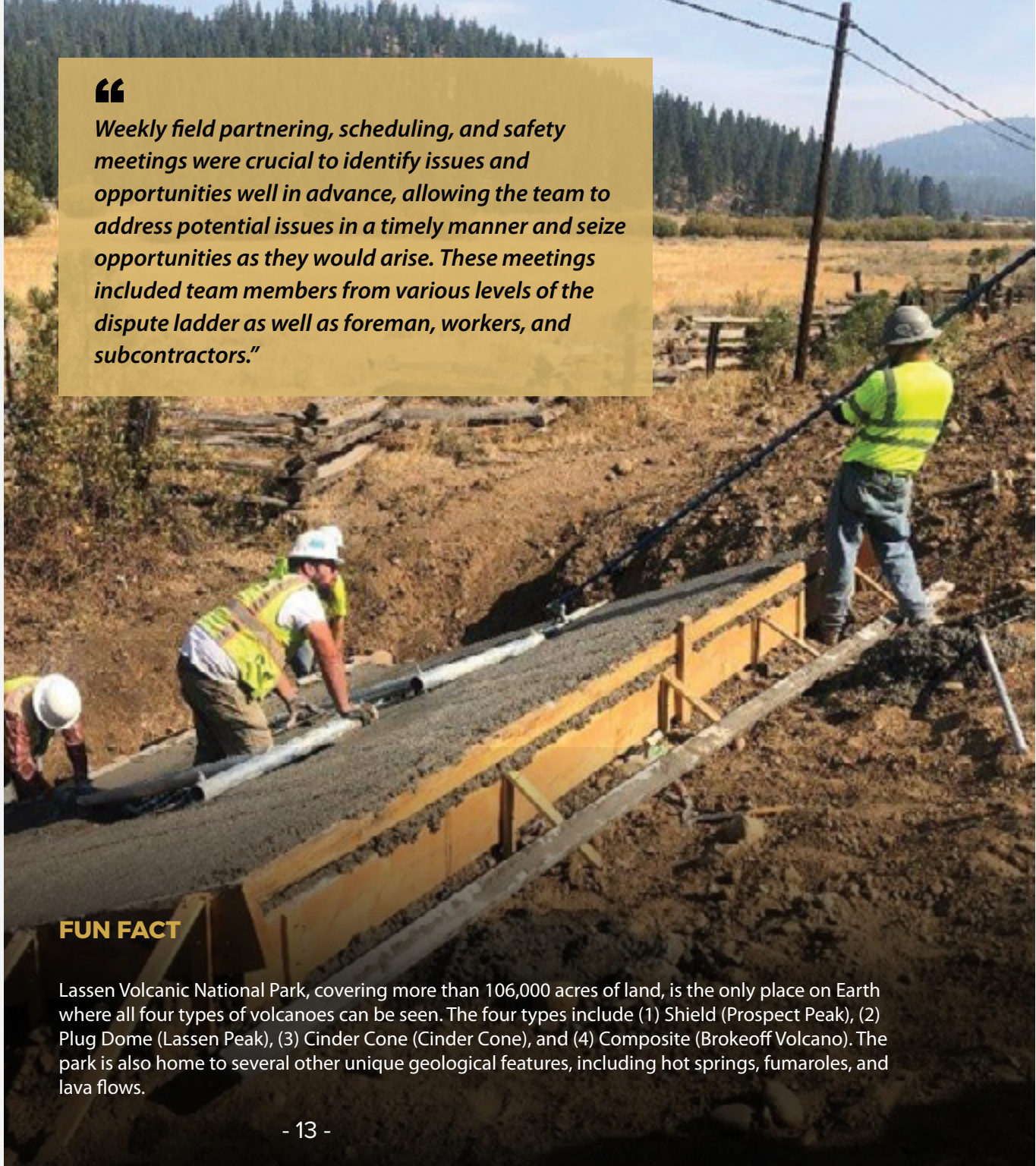
Partnering Charter
Public and Workforce Safety
Public Impact
Team Building
Effective Communication
Under Budget



Weekly field partnering, scheduling, and safety meetings were crucial to identify issues and opportunities well in advance, allowing the team to address potential issues in a timely manner and seize opportunities as they would arise. These meetings included team members from various levels of the dispute ladder as well as foreman, workers, and subcontractors."

FUN FACT

Lassen Volcanic National Park, covering more than 106,000 acres of land, is the only place on Earth where all four types of volcanoes can be seen. The four types include (1) Shield (Prospect Peak), (2) Plug Dome (Lassen Peak), (3) Cinder Cone (Cinder Cone), and (4) Composite (Brokeoff Volcano). The park is also home to several other unique geological features, including hot springs, fumaroles, and lava flows.



Good Fred Realignment

PROJECT SUMMARY

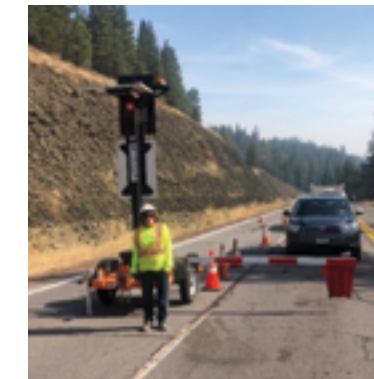
This project, extending from 4.5 miles west of Highway 44 to Westwood along Highway 36 over Fredonyer Summit, consisted of several curve corrections on either end of the summit, as well as updates to geometric standards, such as horizontal and vertical curves, superelevation corrections, installation of passing lanes, improved clear recovery zones, and construction of a new bridge. The Storm Water Pollution Prevention Plan governance is controlled by both the Central Valley and Lahontan Water Boards.

SUCCESS STORIES

A major success of this project was a VECP. The VECP was proposed and approved to implement a full depth reclamation strategy in lieu of removal and reconstruction of 2.9 miles of the project's structural section. This success fulfilled one of the chartered goals by realizing a savings of \$183,776.00 per team and reduced 24-hour traffic control by eight (8) days.

During the 2021 construction season, the project suffered major setbacks resulting from the Dixie Fire. On August 4, 2021, the project was shut down due to fire danger, evacuations, and need for unobstructed access to emergency responders. When the team returned to work on September 7, the winter season was around the corner. To avoid further community impacts and the real possibility of shutting down the highway for several months due to snowy conditions on several miles of unpaved surface, the team developed and implemented an accelerated schedule. The road was reopened and maintainable for the winter on November 9, 2021.

During Spring 2022, several sections of paved roadway failed. The contractor conducted the repairs pending further investigation by Caltrans. A geotechnical survey determined that the cause of failure was water infiltration through the structural section. Caltrans accepted responsibility and compensated the contractor. Resolution of this issue is exemplary example of the dispute resolution process. This issue required full implementation of the dispute escalation ladder, involving all dispute level personnel, including the contractor's president and Caltrans' NRC chief. Further partnered actions were taken to prevent similar failures, hence delivering a quality project.



PARTNERING TIP

Over 30 change orders were issued on this contract, each requiring close team coordination, communication, and execution. In addition to the inherent difficult nature of this project, the added strain from Covid-19 and the Dixie Fire brought to the administrative forefront a heightened need for partnering. Delivery of this project without claims, within the originally allocated budget for the planned work, within the allocated contract time, and within acceptable quality, are all testaments to the true value of strong partnering dynamics.

PARTNERING LEADERSHIP

Anthony Granados
Caltrans District 3

Cale Sherman
Teichert Construction

Leonard Steinberg
Creative Alliance Group, LLC

STATS

Project ID: 03-2F9804

Caltrans District: 3

Contractor: Teichert Construction

Schedule: 131 (contract) vs.
129 (actual)

Budget: \$14,828,800.00 (contract) vs.
\$14,308,118.00 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering:
\$22.82 per dollar

BEST PRACTICES

Partnering Charter
Public and Workforce Safety
Effective Communication
Under Budget
Flexible Crew
Pre-Fab Materials



This contract exemplifies the successes that can occur through the partnering process. From the very beginning, Caltrans and Teichert worked collaboratively to find ways to increase project safety, reduce delays to the traveling public, reduce cost, and shorten the project's overall number of work seasons."

FUN FACT

Colusi County, which was the original name of Colusa County, was first organized by the California Legislature on February 9, 1850. The first public school in the county was opened in the old courthouse in Colusa in March 1855, with a session of three months and a total of 29 children in attendance.

Colusa Hwy 20 Rehabilitation

PROJECT SUMMARY

This project consisted of the complete roadway rehabilitation of approximately one (1) mile of Highway 20 directly through the historical town of Colusa. Complete reconstruction included removing and reconstructing the road in its entirety, all new drainage and underground work, sidewalks, curbs, gutters, and ADA compliance. The work involved constructing two (2) each 48" storm drains that were extremely shallow and flat. The storm drain installation was difficult to construct under heavy local traffic and pedestrian thoroughfare.

SUCCESS STORIES

This project was initially designed to take place over two construction seasons in six different stages. Caltrans and Teichert worked together to find ways to turn this into a single-season contract and reduce the stages down to two from six. Restaging efforts required ongoing collaboration and an extensive effort by both parties to meet the stringent requirements of Caltrans Headquarters. However, no one ever gave up, and ultimately it was a successful venture including a substantial cost savings shared by both parties through the value engineering process.

The project originally included cast-in-place storm drain manholes directly in the middle of each intersection. The team was able to collaborate and change to precast manholes which saved time and reduced extended delays and detours for the public. The manholes were substantial in size, considering they were accommodating 48" Reinforced Concrete Pipe (RCP) entering/exiting in two and three locations.

Working with the City of Colusa was another example of successful partnering between all parties. Through collaborative efforts with the City of Colusa, Teichert was able to reduce their scope of work in this contract from 45 days to zero days without any cost impacts to the City or Caltrans. Additionally, through joint efforts with the City, Teichert found that elements of the contract were obsolete and would not be required. Determining that elements were obsolete took a substantial effort from all parties involved and required reaching out to additional agencies to coordinate a determination. Still, this team never gave up, and the efforts proved fruitful, saving more than \$180,000.00.



PARTNERING TIP

Ultimately, everyone walked away understanding once again that when people work together towards common goals, nothing can stop the project from being successful and a fun place to be.



PARTNERING LEADERSHIP

Arif Khan

Caltrans District 4

Juan Hernandez

O.C. Jones & Sons, Inc.

Sue Dyer

OrgMetrics, LLC

STATS

Project ID: 04-3J3204

Caltrans District: 4

Contractor: O.C. Jones & Sons, Inc.

Schedule: 360 (contract) vs. 360 (actual)

Budget: \$53,233,100.00 (contract) vs. \$47,593,311.28 (actual)

Safety: 0 OSHA recordable incidents

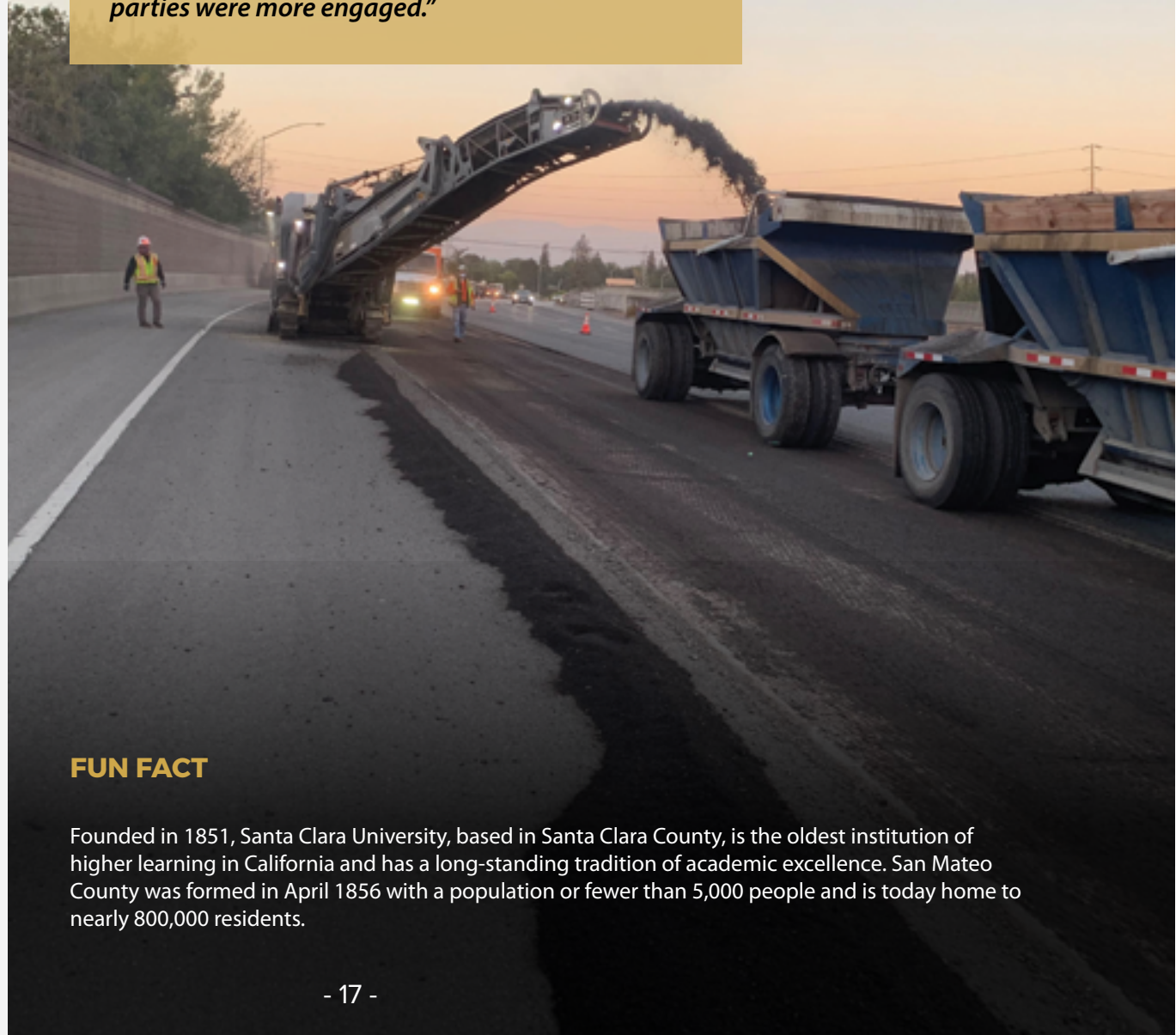
Estimated Savings in Partnering: \$251.31 per dollar

BEST PRACTICES

Partnering Charter
Effective Meetings
Escalation Ladder
Effective Communication
Decision Making
Team Building



This partnering process was facilitated in a very relaxed manner. Humor allowed opportunities for discussions brought into the partnering meeting and helped all the team members relax and ultimately all parties were more engaged."



FUN FACT

Founded in 1851, Santa Clara University, based in Santa Clara County, is the oldest institution of higher learning in California and has a long-standing tradition of academic excellence. San Mateo County was formed in April 1856 with a population of fewer than 5,000 people and is today home to nearly 800,000 residents.

I-280 Pavement Rehabilitation

PROJECT SUMMARY

This project is SB-1 funded and included the Interstate 280 Pavement Rehabilitation in Santa Clara and San Mateo counties, including Los Altos Hills and Menlo Park from the Foothill Expressway undercrossing to one-half miles north of Sand Hill Road overcrossing.

SUCCESS STORIES

This project was met with numerous challenges from the very start of the work phase. Most of the work was initially scheduled to be performed at night, involving multiple lane closures and work zones with limited time frames to grind the existing asphalt pavement, sweep and clean the ground surface, place (pave) new asphalt pavement, and place stripes and markers before opening for morning commute.

The start of the pandemic initially disrupted the anticipated schedule and deadlines. To further complicate issues, the project was met with global shortages of materials, longer lead times, high material cost, and employee sick time. However, effective communication and teamwork between Caltrans and O.C. Jones mitigated the problems, allowing the project to complete three months ahead of schedule.

The Caltrans Resident Engineer and O.C. Jones Project Manager implemented weekly coordination meetings with all parties allowing the team to effectively work together to mitigate any delays, nonavailability of materials, longer lead times, and employee sick time. Caltrans approved lane closures on the freeway during daytime and nighttime and O.C. Jones was able to meet deadlines ahead of time.



PARTNERING TIP

All issues and coordination were effectively resolved by partnering. With the common goal of finishing the project safely on time, all parties involved worked together to discuss location and schedule of work. If there was a conflict, it was resolved quickly and efficiently at the field level.



PARTNERING LEADERSHIP

Brent Haroldsen
Caltrans District 6

Jonathan Johnson
Granite Construction

Leonard Steinberg
Creative Alliance Group, LLC

STATS

Project ID: 06-054604

Caltrans District: 6

Contractor: Granite Construction

Schedule: 268 (contract) vs.
268 (actual)

Budget: \$35,420,100.00 (contract) vs.
\$34,487,930.00 (actual)

Safety: 1 OSHA recordable incident

Estimated Savings in Partnering:
\$26.16 per dollar

BEST PRACTICES

Partnering Charter
Regular Meetings
Monthly Surveys
Conflict Resolution
Group Exercises
Team Building



The partnering process allowed all partners to mitigate risks using risk management strategies, negotiate change order costs, time extensions, potential delay mitigations, environmental constraint mitigation, Covid-19 work restrictions, and industry material shortages."

FUN FACT

Fresno County is home to one of California's most important agricultural regions and is often referred to as the "Raisin Capital of the World." More than 300 different crops are produced in Fresno County, the largest of which are almonds, grapes, and pistachios.

Second Street Undercrossing

PROJECT SUMMARY

This project included the full reconstruction of the number 2 and 3 lanes of State Route 99 for four (4) miles with continuously reinforced concrete pavement, freeway profile changes at two (2) major overcrossings, and the full reconstruction of ten (10) on/off ramps at four (4) interchanges with jointed plain concrete pavement and hot mix asphalt.

SUCCESS STORIES

Prior to the start of construction, the team initiated a VECP worth \$627,337.00. After construction work began, different challenges arose, and each challenge was met by the team working to find solutions that would not delay the work. Key personnel from Caltrans Construction and Design, along with Granite and their subcontractors, were a fully engaged team working in a challenging Covid-19 environment.

The team held weekly meetings during the first half of the job to ensure all submittals, RFI's, and CCO's were handled in a timely manner, ensuring a successful project start. Throughout construction, if a dispute arose, the team handled the issue utilizing the dispute resolution ladder.

From day one, the team kept all third parties informed of construction progress using notifications to businesses affected by ramp closures, utilizing Kingsburg City Council meetings to provide updates to City Management, and holding monthly update meetings with all key local area First Responders to provide comprehensive ingress/ egress plans and travel routes for SR 99 Emergency Response. The team responded to countless accidents and assisted EMS in accessing locations and repairing traffic control devices at all hours of the day, including weekdays and weekends. Traffic flows were elevated through the work limits as lanes were reduced from six (6) to four (4) throughout stage construction. The team adopted several measures to enhance safety for motorists and construction staff.



PARTNERING TIP

The project team met regularly and these meetings proved extremely beneficial in allowing the team to follow through on their respective commitments and goals, as well as helping to maintain schedules, resolve issues, stay on budget, and foster teamwork.



PARTNERING LEADERSHIP

Anthony Doan
Caltrans District 8

Cesar Miranda
Ames Construction Co.

Neal Flesner
Velogroup

STATS

Project ID: 08-OR1424

Caltrans District: 8

Contractor: Ames Construction Co.

Schedule: 250 (contract) vs. 249 (actual)

Budget: \$13,995,649.00 (contract) vs. \$13,844,097.00 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering: \$61.96 per dollar

BEST PRACTICES

Regular Meetings
Effective Communication
Conflict Resolution
Under Budget
Team Building
Monthly Surveys



Partnering helped build strong relationships by showing a personal side to all parties involved. The process was more candid and allowed issues to be resolved quickly and informally, instead of using only emails and letters to make people feel more defensive."

FUN FACT

The City of San Bernardino, the county seat of San Bernardino County, was named in 1810 when Spanish priest Francisco Dumetz led an expedition through the area. In 1839, the Mexican government granted California ranchero José del Carmen Lugo the right to settle the area, which was formalized when he was granted Rancho San Bernardino in 1842.

I-40 San Bernardino County

PROJECT SUMMARY

This project included import fill material to build up the center median to provide new safety slopes for 25 miles between mile posts 50 and 75 along I-40. The work encompassed all drainage, headwall, and landscape to support the new fill areas.

SUCCESS STORIES

Through partnering, the team completed the project in a safe manner, ahead of schedule, under budget, and put to use ideas not usually implemented on other typical projects. This project was a challenge due to the distance from large towns and material suppliers. The project required close to 200,000 CY of imported borrow material for use to build safety slopes along the median. This added a challenge to the project both trying to locate materials and trucking long distances.

Ames, along with the Caltrans team, came up with a VECP that allowed onsite material to be mined from the median instead of importing it from offsite. This saved more than \$112,500.00 for both parties, reduced the number of trucks needed on the highway, ultimately improving public safety, and sped up the project considerably. Both contract changes were worked through the team at every level and were also discussed during partnering meetings to keep the fast progress moving forward.

The Ames Partnering Facilitator laid out each challenge and used team building groups to solve each one individually. The environmental concerns were also discussed with Caltrans directly and the challenges were resolved and all parties' concerns were addressed. While this project had many challenges, Ames took advantage of the partnering sessions and dispute resolution ladder to solve each problem as it arose.



PARTNERING TIP

The partnering goals were discussed at each partnering meeting to see how the team was realizing each one. Additionally, Ames and Caltrans held a brief discussion each weekly meeting to go over individual goals and make sure the entire project was staying on track. Ames also conducted monthly evaluations through their partnering facilitators to track progress for each goal.

PARTNERING LEADERSHIP

Thanh Pham
Caltrans District 8

Joshua Alves
Fisher Industries

Leonard Steinberg
Creative Alliance Group, LLC

STATS

Project ID: 08-OR1604

Caltrans District: 8

Contractor: Fisher Industries

Schedule: 370 (contract) vs. 364 (actual)

Budget: \$33,975,000.00 (contract) vs. \$34,968,992.47 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering: \$67.79 per dollar

BEST PRACTICES

Regular Meetings
Effective Communication
Conflict Resolution
Under Budget
Team Building
Monthly Surveys



As Fisher moved through the VECP process, they used the partnering meetings to discuss issues and find solutions with the team present and using the facilitator to keep the process moving forward. Partnering meetings were also used to take some of the VECP money and time savings and apply those to add more safety slopes throughout the project through an additional change order."

FUN FACT

San Bernardino County is the largest county in the world and one of the nation's most populous. The reason for its vast size ties directly to the Mormon settlement that took root in Southern California almost two centuries ago.

I-40 San Bernardino County

PROJECT SUMMARY

This project included import fill material to build up the center median to provide new safety slopes between mile posts 125.0 and 154.6 along I-40. The work encompassed all drainage, headwall, and landscape to support the new fill areas.

SUCCESS STORIES

This project was a challenge due to the distance from large towns and material suppliers and required close to 1,000,000 CY of imported borrow material to build safety slopes along the median. This added a challenge to the project both trying to locate material and trucking long distances.

Fisher, along with the Caltrans team, came up with a VECP that allowed onsite material to be mined from the median instead of importing it from offsite. This saved more than \$1.3 million for both parties, lessened the number of trucks needed on the highway, and sped up the project considerably. Fisher also applied part of those savings, along with the use of the new cheaper sourced onsite material, to improve additional areas of the project not called out on the original contract for median grading or metal rail removal. This change order allowed Fisher to remove an additional mile of metal rail and place another 150,000 CY of new safety slope fill material above contract quantities. All this, while not going over the original contract dollar amount or days.

Another challenge was the long distances Fisher workers needed to travel to the job. Without proper local housing for crews and the closest hotel more than 60 miles away, Fisher volunteered to provide a man-camp for employees to stay in so they wouldn't need to commute as far. This had the effect of not having employees drive 2-3 hours daily, thereby increasing crew morale and safety. While this project had challenges, Fisher took advantage of the partnering sessions and dispute resolution ladder to solve each problem as it arose.



PARTNERING TIP

The partnering goals were discussed at each partnering meeting to see how the team was realizing each one. Additionally, Fisher and Caltrans held a brief discussion each weekly meeting to go over individual goals and make sure the entire project was staying on track. Fisher also conducted monthly evaluations through their partnering facilitators to track progress for each goal.

PARTNERING LEADERSHIP

Taghreed Al-Khateeb
Caltrans District 8

Joe Royster
Sully-Miller Contracting Co.

Clare Singleton
Streamline Consulting

STATS

Project ID: 08-OK1234

Caltrans District: 8

Contractor: Sully-Miller Contracting Co.

Schedule: 200 (contract) vs. 180 (actual)

Budget: \$14,990,000.00 (contract) vs. \$17,010,000.00 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering: Not Listed

BEST PRACTICES

Partnering Charter
Regular Meetings
Group Exercises
Team Building
Closeout Meeting
Lessons Learned Synopsis



Partnering helped with identifying issues, setting commitments to address, and holding the team accountable for the follow-through. The partnering effort in general was an overarching and constant reminder encouraging all parties to collaborate as a team every day to resolve issues for the success of the project."

FUN FACT

Barstow was founded in 1880 during a silver-mining rush and was first called Fishpond and then Waterman Junction. It was renamed in 1886 to honor William Barstow Strong, then president of the Santa Fe Railway. Mining declined, but Barstow endured as a railroad town (diesel repair shops) and tourist spot.

Barstow I-15 Rehabilitation

PROJECT SUMMARY

This project included cold plane asphalt concrete pavement, placing rubberized hot mix asphalt, installing ADA ramps, replacing concrete ramp termini, and upgrading guardrail.

SUCCESS STORIES

Sully-Miller's partnering effort helped them work better as a team and to be innovative in how they addressed challenges. For example, through correspondence, Sully-Miller requested extended closure hours from Caltrans on the mainline lanes for paving. This was a win-win solution that helped both parties expedite the work, reduce Caltrans inspection support costs, and reduce inconvenience to the traveling public.

The Caltrans materials lab committed to and provided accelerated HMA test results. This allowed the team to work faster, more efficiently, and with higher quality. Caltrans inspectors were thus able to buy-off on pavement operations in a timely manner while equipment and crews were still working on adjacent segments. This allowed for any fixes to be most efficiently addressed. This helped Sully-Miller maintain great momentum. By having the results quicker, time was saved benefiting both Sully-Miller and Caltrans.

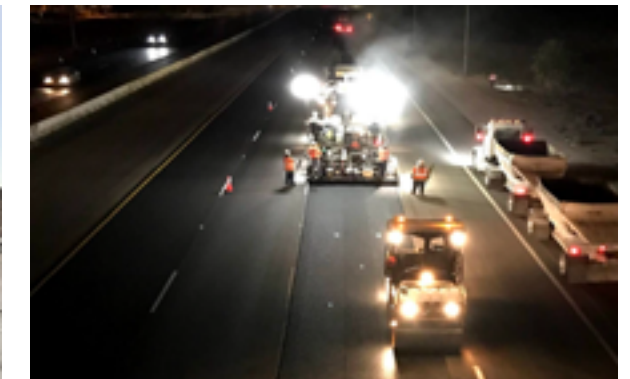
Sully-Miller accommodated another contractor that was working within the project limits doing geotechnical boring exploration. Despite issues with lane closure requests and scheduling, Sully-Miller worked with the other contractor and Caltrans so that both contractors could complete their work in a timely manner.

A damaged area of right-of-way fencing and gate was discovered during field activities and was not in the original scope. The matter was brought to an inspector's attention and an extra work authorization was issued. As a result, this section of the fence and gate was repaired and safety was restored.



PARTNERING TIP

Through partnering, a greater sense of trust was developed between Sully-Miller and Caltrans. As a result, closer collaboration occurred to resolve issues to both parties' benefit. The partnering sessions created a great forum for key team members and leadership to collaborate. The Partnering Facilitator helped to keep the project on track, make specific, actionable commitments, each with an assigned responsible person and a due date. This transparency, collaboration, and accountability that partnering provided resulted in very high levels of teamwork and trust among the team.



PARTNERING LEADERSHIP

Stan Oshita

Caltrans District 10

Nesthor Palomera

Teichert Construction

Leonard Steinberg

Creative Alliance Group, LLC

STATS

Project ID: 10-1C0404

Caltrans District: 10

Contractor: Teichert Construction

Schedule: 170 (contract) vs. 155 (actual)

Budget: \$10,897,400.00 (contract) vs. \$11,457,742.73 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering: Not Listed

BEST PRACTICES

Effective Communication

Team Building

Partnering Charter

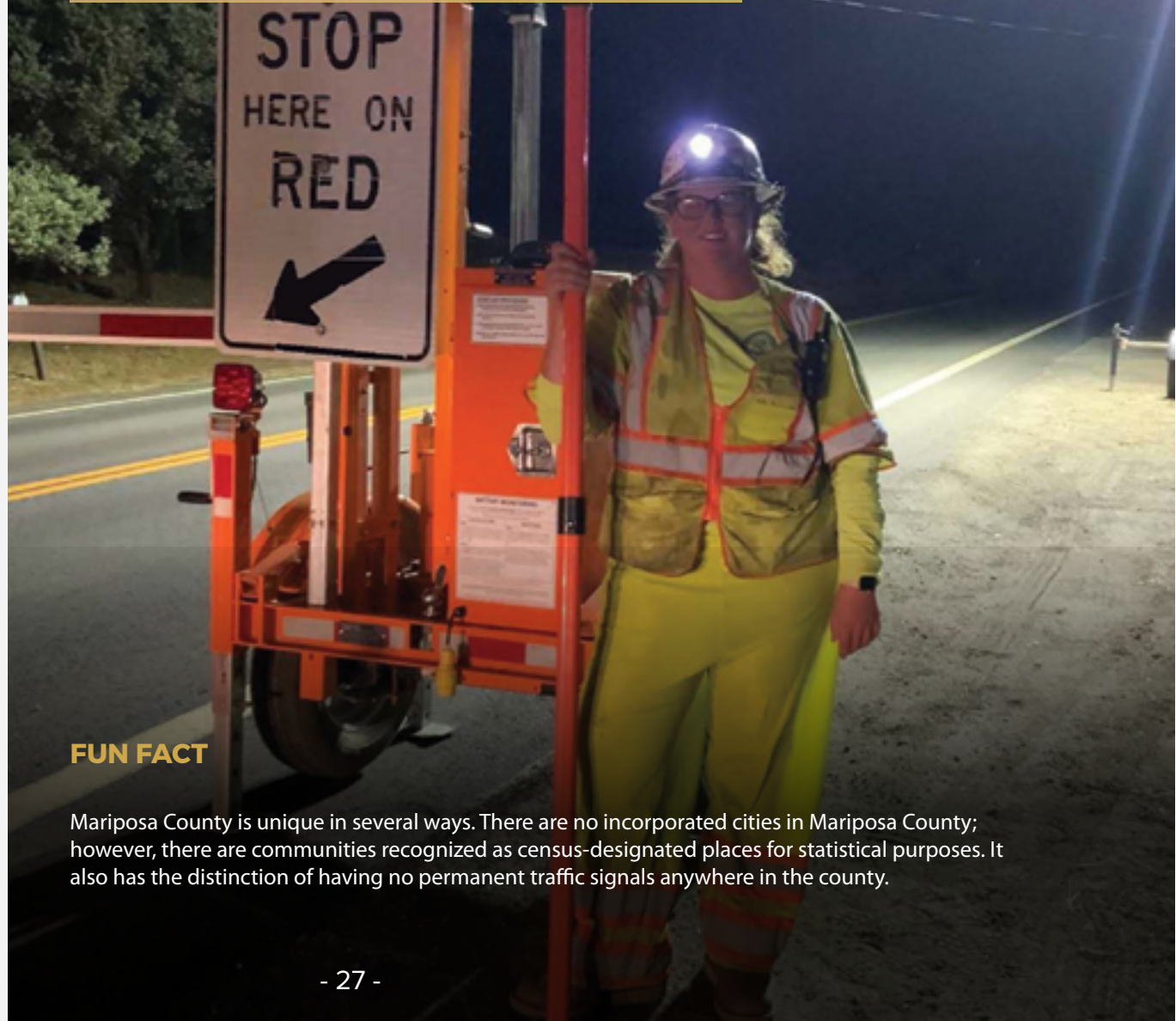
Regular Meetings

Public and Workforce Safety

Lessons Learned Synopsis



Through strong communication and working with a “Project First” approach toward the goals established through partnering workshops, Teichert was able to improve relationships.”



FUN FACT

Mariposa County is unique in several ways. There are no incorporated cities in Mariposa County; however, there are communities recognized as census-designated places for statistical purposes. It also has the distinction of having no permanent traffic signals anywhere in the county.

Hwy 49 Pavement Preservation in Mariposa County

PROJECT SUMMARY

This project, valued at \$10.9M, improved sections of Highway 49 in Mariposa County including rehabilitating and repaving 17 miles of road from the Madera/Mariposa County line to the Highway 49 and Highway 140 junction in Mariposa. Major metrics included 6,000 TN dig outs, 50,000 TN RHMA overlay, 126,000 LF of dike removal and replacement, and installation of approximately 1,150 LF of corrugated metal flumes and 5,000 LF of new guardrail systems on a two-lane mountain highway.

SUCCESS STORIES

Schedule risks were associated with the dike removal and replacement. The team communicated openly during the dike removal work scheduling to avoid the rainy season and the associated washout potential. The team worked together to start this project early in the spring to mitigate the weather risks related to the dike work.

At the beginning of the job, the team utilized partnering to come to a solution regarding substantially conflicting drainage quantities. Teichert presented the issue and explained the implications surrounding the long lead times anticipated for the metal flume down drains. Caltrans was receptive to the issue raised through partnering efforts and the team came to an agreement on the drainage quantities.

The River Fire broke out during the summer of 2021 through the project site. Teichert demobilized from the area during the fire to facilitate the potential evacuation of nearby residents. Clear communication and decision-making from both parties was utilized to shut down the project for multiple weeks to allow Caltrans and Cal Fire to respond to and clear the emergency operation.



PARTNERING TIP

Caltrans and Teichert were able to work together to perform most of the work during daytime operations. The ability to collaborate created a safer environment for the traveling public as well as craft employees as this project was located in an extremely remote and mountainous route with blind corners and limited accessibility.



PARTNERING LEADERSHIP

Carlos Covarrubias
Caltrans District 11

Joe Fontana
Flatiron West, Inc.

Leonard Steinberg
Creative Alliance Group, LLC

STATS

Project ID: 11-288834

Caltrans District: 11

Contractor: Flatiron West, Inc.

Schedule: 422 (contract) vs. 422 (actual)

Budget: \$16,712,951.00 (contract) vs. \$16,712,951.00 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering: \$12.50 per dollar

BEST PRACTICES

Partnering Charter
Public and Workforce Safety
Clear Goal Explanation
Effective Communication
Regular Meetings
Timely Resolution Management



Productivity was improved through the project partnering process by sharing CAD files between Caltrans and Flatiron, allowing for work to be completed and checked on multiple levels in a prompt fashion."

FUN FACT

In the 1800s, Otay Mesa and San Ysidro were part of a land grant named Tia Juana, which ended up on both sides of the U.S.-Mexico border with the establishment of an international boundary line through the property. San Ysidro surged during Prohibition, catering to tourists flocking to Mexico. The City of San Diego annexed Otay Mesa in 1956 and San Ysidro in 1957.

Otay Mesa East Port of Entry 125 to 905 Southwest Connector

PROJECT SUMMARY

This project included construction of a 676-foot concrete box girder connector from southbound 125 to westbound 905. The work also included construction of one span bridge over Otay Mesa Road with a jointed plain concrete pavement roadway, installing lighting, and constructing a new concrete barrier.

SUCCESS STORIES

The project team was consistently proactive and effective in their efforts to reach mutual project goals and deliver a safe, quality project that was on-schedule and under-budget.

When a fly ash shortage inhibited concrete production, Flatiron and Caltrans engineers collaborated to review alternative mix designs that could be approved without the usage of fly ash. This timely coordination ensured that no delay to the project schedule was incurred.

Safety of the project team and the public was of utmost importance to Flatiron and Caltrans, which is why representatives from both stakeholders collaborated to revise K-rail staging for a safer work environment and roadway. Caltrans approved the proposal and further helped improve safety by ensuring that all necessary signs were in place and in compliance with the MUTCD.

Submittals were consistently responded to in a prompt manner with critical submittals, such as the CPM baseline schedule, SWPPP, and the DRB Nominee and Disclosure Statement, all being submitted and responded to within three days.



PARTNERING TIP

Partnering facilitated a productive and comfortable work environment for all employees and allowed for potential claims to be resolved at the lowest level. This was achieved through constant and effective communication including daily in-person meetings in the field, weekly virtual contractor meetings, transparency from all team members, and stakeholders being present and accessible at the job site.



PARTNERING LEADERSHIP

Tai Lam

Caltrans District 11

Joe Fontana

Flatiron West, Inc.

Leonard Steinberg

Creative Alliance Group, LLC

STATS

Project ID: 11-430184

Caltrans District: 11

Contractor: Flatiron West, Inc.

Schedule: 710 (contract) vs. 710 (actual)

Budget: \$19,224,300.00 (contract) vs. \$19,548,105.18 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering: \$14.71 per dollar

BEST PRACTICES

Regular Meetings
Team Building
Escalation Ladder
Partnering Charter
Clear Goal Explanation
Decision Making



The Flatiron team was responsive to the needs of key project stakeholders including the cities of Chula Vista and National City and the traveling public in this transportation corridor, using clear and concise public outreach to engage the cities and communicate closures and detours, minimizing disruptions and exposure."

FUN FACT

The Sweetwater River Bridge, listed on the National Register of Historic Places, was built in 1929 and is in eastern San Diego County. The original bridge was a Parker Truss bridge, a style of construction that was very popular in the early 1900s. The Sweetwater River Bridge is unique in that it is not connected to a road and at times does not cross water.

I-805 Sweetwater River Bridge

PROJECT SUMMARY

This project included work on I-805, a 10-lane freeway with general purpose and HOV lanes, median, and outside shoulders. There is an existing bicycle/pedestrian path crossing under I-805 under Abutment 7 of the SW Bridge. The project limits are the I-805/SR-54 interchange and area surrounding Sweetwater River Bridges, falling within three jurisdictions: Chula Vista, National City, and the County of San Diego. Extensive work in the river bottom includes pile driving, foundation, pier walls, and falsework.

SUCCESS STORIES

The project made bridge and safety improvements to the Sweetwater River Bridge along I-805 between Bonita Road in Chula Vista and State Route 54 in National City. The 534-foot-long bridge has one high occupancy vehicle lane and four general purpose lanes in each direction. The scope included bridge widening to add shoulders for safety and reconstructing congested corridor with average daily traffic of up to 261,000 vehicles, maintaining a bike/pedestrian path that ran through the project limits, and performing bridgework in a riverbed subject to weather, environmental, and access constraints.

Caltrans and Flatiron used partnering to resolve issues, develop creative solutions, and maintain a positive working relationship. Through these combined efforts, the project was completed six months early while delivering an expanded scope of improvements. The entire project team used continuous, open communication to minimize risk and develop innovative solutions.



PARTNERING TIP

Flatiron created working relationships among all project partners where each party was perceived as coworkers, despite being on different sides of the contract. By emphasizing a collaborative "Project First" team environment, the common "us versus them" mentality was eliminated and the focus was placed on the success of the project.





CALIFORNIA DEPARTMENT OF TRANSPORTATION
EXCELLENCE IN PARTNERING AWARDS CEREMONY

PROJECTS GREATER THAN \$50 MILLION



PARTNERING LEADERSHIP

Henry Benner
Caltrans District 2

Trent McGrew
J.F. Shea Construction, Inc.

Rob Reaugh
OrgMetrics, LLC

STATS

Project ID: 02-4C40V4

Caltrans District: 2

Contractor: J.F. Shea
Construction, Inc.

Schedule: 583 (contract) vs.
579 (actual)

Budget: \$132,859,000.00 (contract)
vs. \$125,415,534.82 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering:
\$28.76 per dollar

BEST PRACTICES

- Partnering Charter
- Decision Making
- Regular Meetings
- Effective Communication
- Team Building
- Under Budget



There were many changes and improvements made to the original contract plans. Two large retaining walls were eliminated due to liquifiable soils and foundation concerns. A more cost-effective Geogrid Reinforced Embankment system was utilized in place of the retaining walls. These cost savings were used to improve areas that were not addressed in the original contract."



FUN FACT

Before its modern civilization, Redding was primarily settled by Native Americans of the Wintu Tribe. Present day Redding is a result of the Rancho Buena Ventura land grant given to Pierson B. Reading in 1844 and encompasses present day towns of Anderson, Cottonwood, and Redding. The town was named after Benjamin B. Redding, a land agent of the Southern Pacific Railroad who decided to route the tracks through the area in 1872.

Redding to Anderson Six-Lane (RASL)

PROJECT SUMMARY

This project, valued at \$133 million, involved the addition of a third lane and paved shoulder in the median in both the northbound and southbound directions from PM 3.8-11.7. Completion of the project required: clearing, grading, road widening, paving, rehabilitating existing pavement, bridge widening, bridge construction, overlay of existing bridge decks, guardrail, cable barrier, barrier rail, lighting, and drainage improvements.

SUCCESS STORIES

This \$133-million project was a tremendous success due to partnering and teamwork. Four months into the project, it was discovered that the existing cross slope to be overlaid with new HMA was less than 1% in many areas on the northern five miles of the project. Due to impressive teamwork with a multitude of Caltrans units, a new design was implemented quickly to raise the profile on the entire north end of the project. J.F. Shea was able to finish the six lanes of paving on the north end prior to the onset of winter.

Another example of partnering was related to the original I-Girder design that utilized a "harped" pre-stressing strand pattern that was difficult to construct by the precast subcontractor. J.F. Shea submitted a VECP for a revised design utilizing a "straight" strand pattern. Caltrans reviewed and approved the VECP, and the city street bridge structures were all completed in year one of the project without impacting the overall schedule.

In all, there were over 100 change orders on this project totaling more than \$10 million. Through regular meetings and continuous communication, issues were identified early and addressed quickly so as not to impact the momentum on the project. Due to partnering and teamwork, there were no right-of-way delays throughout the course of construction and the project was delivered on time and under budget.



PARTNERING TIP

The partnering relationship allowed for all parties, regardless of responsibility, to lay all issues on the table and for stakeholders to jointly find solutions. One of the key stakeholders on the project was the traveling public. With speed reductions and detours, there were impacts to the 57,000 motorists that travel through the project each day.



PARTNERING LEADERSHIP

Taylor Merlo

Caltrans District 5

Colton Thomas

Granite Construction

William McCleish

W.E. McCleish Associates

STATS

Project ID: 05-0N7AU4

Caltrans District: 5

Contractor: Granite Construction

Schedule: 564 (contract) vs. 564 (actual)

Budget: \$89,989,377.72 (contract) vs. \$88,521,936.63 (actual)

Safety: 2 OSHA recordable incidents

Estimated Savings in Partnering: \$46.31 per dollar

BEST PRACTICES

Partnering Charter
Conflict Resolution
Effective Communication
Team Building
Decision Making
Under Budget



This project accomplished many optimizations including pavement section changes that saved more than \$1 million, aggressive staging and schedule innovations cut 12 months from the project, draining design solutions that saved \$100,000, and wall foundation realignment that reduced the scope and saved \$300,000, among others."

FUN FACT

The City of Carpinteria is a popular surf destination and was crowned "World's Safest Beach" in 1912, a slogan the city still uses today. Located almost entirely on a coastal plain, Carpinteria is situated between the Santa Ynez Mountains and the Pacific Ocean.

Hwy 101 Carpinteria to Santa Barbara

PROJECT SUMMARY

This project, part of the larger Highway 101 Carpinteria to Santa Barbara CMGC project, included the complete removal, replacement, and realignment of the existing highway, adding a new HOV lane in both the northbound and southbound directions. The work included two (2) creek bridge replacements, retaining and sound wall construction, replacement and improvement of existing culverts and drainage systems, and the addition of new overhead sign structures.

SUCCESS STORIES

The strength of the partnering relationship accelerated the schedule, saved costs, and reduced claims. The team successfully rebuilt all highway ramps within the contractually allotted time – a testament to thorough planning, calculated scheduling, proper staffing, and swift issue resolution.

The reconstruction of the Santa Monica highway ramps was strategically scheduled to coincide with improvements to the Santa Monica Road intersection (a separate project). Both contracts were coordinated to reopen the ramps and the intersection simultaneously, reducing the impact to residents and the traveling public.

The Stage 3 alignment presented unsafe conditions for motorists at two of the highway on-ramps. The team worked quickly to reschedule a sequence of work to reconstruct the highway on-ramps early. This required flexibility and responsiveness from Caltrans, Granite, and the City of Carpinteria. Team consensus extended the duration for this ramp closure to facilitate a redesign at this location. The redesign improved highway safety, offered early access to Stage 4 activities, accelerated the schedule, and granted Caltrans a \$500,000.00 TRO credit.



The team worked to expedite the opening of the new HOV lanes several months before contract completion to give motorists early beneficial use of the highway. As the project neared completion, the team partnered to complete an extensive punch list detailing nearly 300 items of work across over 100 pages. Despite its immense scale, the team worked through the list amicably, avoided disputes/claims, and finished within the allotted contract days.



PARTNERING TIP

The partnering process offered the opportunity to get 'outside' the day-to-day technical discussions and focus on team building and maintaining effectiveness over the long haul. Partnering afforded the project improved control over schedule and cost, greater innovation, reduced risk, and increased productivity.

PARTNERING LEADERSHIP

Martin Oregel, Sr.
Caltrans District 7

Michael Roe
Flatiron West, Inc.

Renee L. Hoekstra
RHA, LLC

STATS

Project ID: 07-202124

Caltrans District: 7

Contractor: Flatiron West, Inc.

Schedule: 1,267 (contract) vs. 910 (actual)

Budget: \$80,313,350.50 (contract) vs. \$88,331,699.00 (actual)

Safety: 0 OSHA recordable incidents

Estimated Savings in Partnering: \$411.75 per dollar

BEST PRACTICES

- Regular Meetings
- Team Building
- Effective Communication
- Clear Goal Explanation
- Decision Making
- Timely Resolution Management



Flatiron used a series of controls to monitor and oversee the process with ongoing quality assurance (QA) audits and related corrective actions when needed. For any non-compliant issues, corresponding punch lists were created and action items were worked through to achieve Caltrans approval of resolution."

FUN FACT

The area comprising the city of Bell has a Native American history dating back thousands of years. The Gabrieliño Indians migrated to the place now called Bell in 500 BC. Spaniards have been living in this area of California since the mid-16th century. Among the early Spanish settlers was one of California's first families, the Lugos.

I-710 Pavement Rehabilitation and Bridge Widening

PROJECT SUMMARY

This project consisted of demolishing existing barrier and overhang to construct bridge widening for both sides of the freeway at seven (7) locations. Work included installation of girders, forming and pouring of diaphragm and backwalls, and deck construction. Additional work included barrier upgrades and approach slab rehabilitation on fourteen (14) additional bridges, installation of new overhead sign structures, overhead changeable message signs, and upgrades to drainage.

SUCCESS STORIES

Partnering was the cornerstone of the multi-award-winning project, showcasing what can be accomplished with exemplary grit and determination, in conjunction with teamwork across all parties, on large-scale civil projects.

Through the duration of the project, the collective team overcame what initially appeared to be insurmountable obstacles presented by the technical challenges of building over a massive live rail system as well as the many scheduling constraints that had not been accounted for in the original design. The related complications threatened the critical path for construction and the overall project schedule on several occasions.

These challenges, paired with a reliance on BNSF's participation, threatened the project's ability to proceed with construction and left all parties vulnerable to impasse and claims. In order to drive this complex project forward in an efficient, safe, and strategic manner, it was imperative that an optimally functioning partnership was always in place to rework the plans. This approach centered on alignment between Caltrans, BNSF, and Flatiron to coordinate a best-for-project effort with all three agencies continuously operating in sync.



PARTNERING TIP

The partnering efforts across all teams established a "Project First" approach to every challenge and aspect of the work – disarming scenarios that may have grown contentious under the pressure of the incredible hurdles that I-710 faced. The team worked in unity with a one-team mentality to overcome obstacles, operating on a first-name basis across management and field-level teams, including BNSF personnel, putting everyone's collective heads together to resolve problems, and claiming all victories as joint successes.



SUMMARY OF AWARD WINNERS

2023 EXCELLENCE IN PARTNERING AWARDS

Projects Less Than \$10 Million

D-1 Bachelor Creek; O.C. Jones & Sons, Inc. 

D-6 SR 99 & Ave 152 Overcrossing; Granite Construction 

Projects Between \$10 Million and \$50 Million

D-2 Good Fred Realignment; Hat Creek Construction & Materials, Inc. 

D-3 Colusa Hwy 20 Rehabilitation; Teichert Construction 

D-4 I-280 Pavement Rehabilitation; O.C. Jones & Sons, Inc. 


D-6 Second Street Undercrossing; Granite Construction 


D-8 I-40 San Bernardino County; Ames Construction Co. 

D-8 I-40 San Bernardino County; Fisher Industries 


D-8 Barstow I-15 Rehabilitation; Sully-Miller Contracting Co. 

D-10 Hwy 49 Pavement Preservation in Mariposa County; Teichert Construction 


D-11 Otay Mesa East Port of Entry 125 to 905 Southwest Connector; Flatiron West, Inc. 

D-11 I-805 Sweetwater River Bridge; Flatiron West, Inc. 

Projects Greater Than \$50 Million

D-2 Redding to Anderson Six-Lane (RASL); J.F. Shea Construction, Inc. 

D-5 Hwy 101 Carpinteria to Santa Barbara; Granite Construction 

D-7 I-710 Pavement Rehabilitation and Bridge Widening; Flatiron West, Inc. 

2012-2023 EXCELLENCE IN PARTNERING AWARDS

DISTRICT 1

01-0A0704 Hwy 29 Roadway Repair
 01-0B8304 ADA Infrastructure Upgrade
 01-0C33U4 Bachelor Creek
 01-262004 Willits Bypass
 01-262034 Relinquishment of Old 101
 01-262054 Willits Bypass Mitigation
 01-290304 Alton Interchange
 01-380504 Russian River Bridge
 01-423704 Green Point Sink
 01-480504 Nice Roundabout
 01-491214 Lower Lake Bonded Wearing Course
 01-499904 Hwy 101 Median Cable Barrier, Ukiah

DISTRICT 2

02-0E0904 Sidehill Viaduct Bridge Replacement / Dog Creek Bridge Retrofit
 02-1E10U4 Middle of Buckhorn (MOB) Curve Realignment
 02-2C50U4 I-5 Red Bluff Rehabilitation
 02-2E5104 Twin Gulches Road Realignment
 02-360704 Bella Diddy Rehabilitation
 02-3E4104 Capstone Curve Realignment - Buckhorn Grade
 02-3E7504 North Weed LLP
 02-3E7604 Anderson Grade CRCP
 02-3E8104 North Red Bluff Rehab
 02-4C40V4 Redding to Anderson Six-Lane (RASL)
 02-4E4404 Hwy 139 Perez FDR
 02-4E46U4 Good Fred Realignment
 02-4G5504 Southbound Dunsmuir Grade
 02-4G8204 South Weed Rehab

DISTRICT 3

03-0A6904 Downieville Cold Foam
 03-0F2304 Fix-50
 03-0F5904 I-5 Pavement Rehabilitation

03-0G9404 Pioneer Bridge ELB
 03-0G9904 SR 84 CIR and RHMA
 03-0H26U4 Hwy 65 Widening, Phase 1
 03-1A8444 Meeks Bay
 03-1A9504 I-505 Concrete Slab Replacement and Rehabilitation
 03-2F0504 Hwy 113 Grind and Groove
 03-2F5804 Sierraville Cold In-Place Recycling
 03-2F5904 Smartsville Roadway Realignment
 03-2F9804 Colusa Hwy 20 Rehabilitation
 03-333824 Hwy 65 Lincoln Bypass Phase 2
 03-3338U4 Hwy 65 Lincoln Bypass
 03-3797U4 I-80 Across the Top
 03-3864U4 "East Nicholas" Bypass
 03-3A2204 Truckee River Canyon (TRC) Rehabilitation
 03-3C8904 I-5 Rubberized Warm Mix Asphalt Replacement and Rehabilitation
 03-3E6204 Butte Creek Bridge Replacement
 03-3H71U4 Hwy 70 Widening, Segment 1
 03-406604 Riego Road and Hwy 99 Interchange
 03-4F0604 I-5 HMA Overlay

DISTRICT 4

04-016014 SR 92 / I-880 Interchange Reconstruction
 04-0A10U4 Hwy 101 HOV Widening, Windsor to Santa Rosa
 04-0A18U4 Widen Hwy 101 and Bridges - Add HOV Lane
 04-0A1844 Widen Hwy 101 and Bridges - Add HOV Lane
 04-0A5344 Package 1 I-80 / I-680 / SR 12 Interchange
 04-0A8404 Hwy 4 Discovery Bay
 04-0C7404 Hwy 101 Paving from Golden Gate Bridge to Corte Madera Creek
 04-0C9014 Hwy 101, San Jose
 04-0T10U4 Hwy 12 - Solan County - Roadway Rehabilitation, Widening, and Profile Correction
 04-129654 Wilfred Avenue Interchange, Sonoma County
 04-151484 I-880 & SR 84 Ramp Improvements

04-1G5604 I-880 Median Upgrade
 04-1J6304 Hwy 101, South San Jose to Morgan Hill
 04-226144 Hwy 101 "GAP Closure" – Phase 4 Puerto Suello Hill
 04-235844 Reconstruction Hwy 101 / Broadway Interchange, San Mateo County
 04-2409U4 Sunset County in Fairfield and Vallejo from American Canyon Road Overcrossing to Green Valley Creek Bridge
 04-263724 Hwy 80 Eastbound HOV Lane Addition, Hercules
 04-2640K4 Hwy 101 / SR 116 Lakeville Interchange
 04-2640L4 North Novato Overhead
 04-2640U4 Hwy 101 / Petaluma River Bridge
 04-264904 Hwy 17 Wet Pavement Correction
 04-290834 EB I-580 HOV Lane, Segment 2
 04-2G5014 Upgrade Existing Transition Railings
 04-2J0704 I-880 Median Barrier Replacement
 04-3A3004 Road Resurfacing and Approach Slab Replacement
 04-3J3204 I-280 Pavement Rehabilitation
 04-4A0104 I-80, Dixon
 04-4A3304 Hwy 101 Widening, Palo Alto to Mountain View
 04-4A6304 ADA Curb Ramps
 04-4G1134 I-680 Ramp Metering
 04-4J3404 Hwy 80 CAPM, Contra Costa County

DISTRICT 5

05-0N7AU4 Hwy 101 Carpinteria to Santa Barbara
 05-1H7804 Mud Creek Landslide
 05-1J1304 Pfeiffer Canyon Bridge Replacement
 05-315804 SR 101 San Juan Road Interchange
 05-330724 Whitley 1

DISTRICT 6

06-0P2904 Delano Roundabout
 06-0Q9104 SR 99 and Ave 152 Overcrossing
 06-0S3404 SR 198 Pavement Rehabilitation
 06-0S4604 Second Street Undercrossing
 06-0S4904 I-5 Lost Hills Rehabilitation (HMA and RHMA Overlay)
 06-2HT104 CMGC SR 99 Realignment
 06-307004 Mooney Boulevard 6-Lane
 06-394604 Construction of Hwy 269 – Heart of the Valley Bridge

06-416104 SR 145 – Cottonwood
 06-442614 North Fresno 6-Lane
 06-457114 Freeman Gulch 4-Lane
 06-461504 SR 190 Lairds Rehab
 06-471504 SR 99 Betty Drive Interchange Replacement

DISTRICT 7

07-1786A4 Modify Western Avenue On and Off Ramps
 07-183114 SR 710 Improvements (SR 405 to Firestone Boulevard)
 07-188504 SR 134, Burbank
 07-1952U4 US 101 / SR 23 Interchange Improvement
 07-202124 I-710 Pavement Rehabilitation and Bridge Widening
 07-215934 I-5 South Rosecrans, Segment 3
 07-2159C4 I-5 South Widening – Carmenita Segment
 07-2395U4 SR 110 Median Barrier
 07-2411U4 SR 110 Auxiliary Lane
 07-245404 I-10 / I-605 Interchange Connector
 07-252624 I-5 Pavement Rehabilitation, Santa Clarita
 07-253304 SR 60 Pavement Rehabilitation
 07-253504 I-5 Median Shoulder Improvements from SR 605 to Washington Boulevard
 07-259904 SR 710 Reconstruction from 105 Separation to Firestone Boulevard
 07-260604 John S. Gibson Boulevard / I-110 Freeway Access Ramp Improvements and SR 47 / I-110 NB Connector Widening
 07-264804 I-110 C Street Interchange
 07-274404 I-10 / I-110 High Occupancy Toll Lanes (Metro Express Lanes)
 07-278304 SR 405 Temple Avenue Bridge Overcrossing Rehabilitation
 07-286904 SR 60 Pavement Rehabilitation
 07-288014 I-210 Pavement and Median Barrier Replacement
 07-2881U4 SR 210 Roadway Rehabilitation
 07-292304 I-5 Off Ramp and Bridge Widening
 07-294704 SR 101 Calabasas Precast Panel Roadway Rehabilitation
 07-295704 SR 605 Long Life Pavement and Safety Upgrade

07-305204 SR 33 Soil Nail Wall and Rock Slope Protection
 07-306404 I-210 Freeway TMS Connected Corridor
 07-3X6704 SR 47 Vincent Thomas Bridge Repair

DISTRICT 8

08-0E8504 SR 58 Safety Improvement
 08-0G7704 Install TMS Field Elements
 08-0G9004 Hwy 247 Shoulder Widening
 08-0K1234 Barston I-15 Rehabilitation
 08-0K2404 I-40 Pavement Rehabilitation
 08-0K2504 I-40 Rehabilitation Near Barstow
 08-0K2804 I-40 Rehabilitation at Kelbaker Road
 08-0K2924 I-10 Rehabilitation, Cities of Redlands and Yucaipa
 08-0K7104 I-15 / I-215 Interchange (Devore)
 08-0M94U4 I-215 Bi-County HOV Gap Closure
 08-0N56U4 New Bridge Near Essex
 08-0N9714 SR 395 Widening
 08-0Q7904 New Bridge at Hoff's Wash Near Essex
 08-0R1204 I-40 Regrade Median Cross Slope
 08-0R1424 I-40 San Bernardino County
 08-0R1604 I-40 San Bernardino County
 08-1C0914 SR 60 Rehabilitation
 08-1G6204 SR 86 / SR 10 / SR 111 Cold Plane, Overlay, and Individual Precast Slab Replacement
 08-227004 Big Bear Bridge
 08-3401U4 SR 138 (West)
 08-3555V4 Victorville I-15 Widening
 08-368514 I-15 Mountain Pass AIF
 08-4440U4 I-215 Segment 5 and 11
 08-489304 I-40 Correct Roadway Heaving, Needles
 08-497504 I-10 Auxiliary Lanes / I-10 Etiwanda Avenue

DISTRICT 10

10-0L9704 James E. Roberts Memorial Bridge Rehabilitation
 10-0M8004 Golden State Hwy 99 Rehabilitation
 10-0Y7404 Hwy 140 Overlay
 10-1C0404 Hwy 49 Pavement Preservation, Mariposa County
 10-1C1804 Turlock SR 99 Rehabilitation
 10-279804 Wolfsen Rehabilitation

10-3A7304 SR 108 / SR 120 Pavement Rehabilitation
 10-415704 Arboleda Freeway
 10-481004 East Merced Overhead (EMOH)

DISTRICT 11

11-238604 Bridge Approach Slab Replacement
 11-257144 SR 76 / I-15 Separation
 11-257154 SR 76 East Segment
 11-259804 Nordahl Road Bridge
 11-264114 Laurel Street Bridge
 11-288834 Otay Mesa East Port of Entry 125 to 905 Southwest Connector
 11-2N0224 SR 78 Pavement Rehabilitation
 11-2T0004 SR 52 / SR 67 Interchange
 11-2T0814 I-15 Managed Lanes, Unit 1 North
 11-2T0824 I-15 Managed Lanes, Unit 2 North
 11-2T0914 I-15 Managed Lanes, Unit 1 South
 11-2T0924 I-15 Managed Lanes, Unit 2 South
 11-2T2004 I-805 North / HOV / BRT Design-Build
 11-404604 Torrey Meadows Bridge Overcrossing
 11-406704 I-5 Pave-Rehab
 11-408704 SR 8 Lake Murray Boulevard to Johnson Avenue
 11-409304 San Diego-Coronado Bay Bridge Paint Structural Steel and Build Travelers
 11-413604 I-8 CRCP
 11-413704 I-8 CRCP
 11-414804 I-8 Morena Boulevard Widening
 11-418514 Construct CRCP Overlay, HMA-A, and Lighting
 11-418524 Construction of I-8, Imperial County
 11-419504 SR 52 Slabs Replacement
 11-430184 I-805 Sweetwater River Bridge
 11-431124 SR 52 Restore Pavement Profile

DISTRICT 12

12-0Q1104 Grind and Groove Pavement SR 57, Brea
 12-101674 I-5 Gateway Project

SUCCESS IN MOTION AWARDS

District	EA	Contractor	Award Level
1	0B0904	Golden State Bridge	Gold
3	0J7004	Steelhead Constructors	Silver
	2H62U4	Granite Construction Co.	Gold
	0A5704	Teichert Construction	Silver
	0F2804	Granite Construction Co.	Gold
	2F5704	Walsh Construction Company	Silver
	3F0734	American River Constructors	Silver
	3H3304	Studebaker Electric, Inc.	Silver
	3F0604	Golden State Bridge	Gold
	3H93U4	Teichert Construction - MCM JV	Gold
	1H18U4	Teichert Construction	Gold
	0H10U4	Norcal Paving (Teichert & Granite JV)	Gold
	0H08U4	Flatiron West, Inc.	Gold
	4	3J3204	O.C. Jones & Sons, Inc.
5	344904	Teichert Construction	Silver
	0N72U4	Granite Construction Co.	Silver
	0N73U4	Granite Construction Co.	Gold
6	0X2704	Granite Construction Co.	Bronze
	0S8304	Granite Construction Co.	Bronze
	0Q9204	Griffith-Atkinson Construction JV	Silver
	0U2804	MCM Construction	Gold
	442554	Granite Construction Co.	Gold

District	EA	Contractor	Award Level
7	210624	OHL USA Inc.	Gold
	302404	Granite Construction Co.	Gold
	304504	Vanguard and Griffith Company JV	Silver
	307104	C.A. Rasmussen, Inc.	Silver
	3096U4	Flatiron West, Inc.	Gold
	318204	Flatiron-Drill Tech JV	Silver
	325204	Flatiron West, Inc.	Gold
	327104	JFL Electric, Inc.	Silver
	8	1C0824	Fisher Sand and Gravel
1F7304		Security Paving	Gold
1M0304		ATP General Engineering Contractors	Silver
0R1424		Ames Construction	Bronze
1C7204		Skanska USA	Bronze
10	1C1704	Teichert Construction	Gold
11	410404	Granite Construction Co.	Gold
	2E1544	Marathon Construction	Gold
	2T2174	Flatiron/Skanska/Stacy and Witbeck JV	Gold
	2T35U4	Flatiron/Skanska/Stacy and Witbeck JV	Gold
	2T2184	Flatiron/Skanska/Stacy and Witbeck JV	Gold
12	0P94U4	Granite Construction Co.	Silver

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AWARDS CEREMONY



THANK YOU TO OUR PARTNERS



For more information on the Caltrans Partnering Program, Contact the HQ Partnering Coordinator at partnering.program@dot.ca.gov or visit www.CaltransPartnering.com.

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