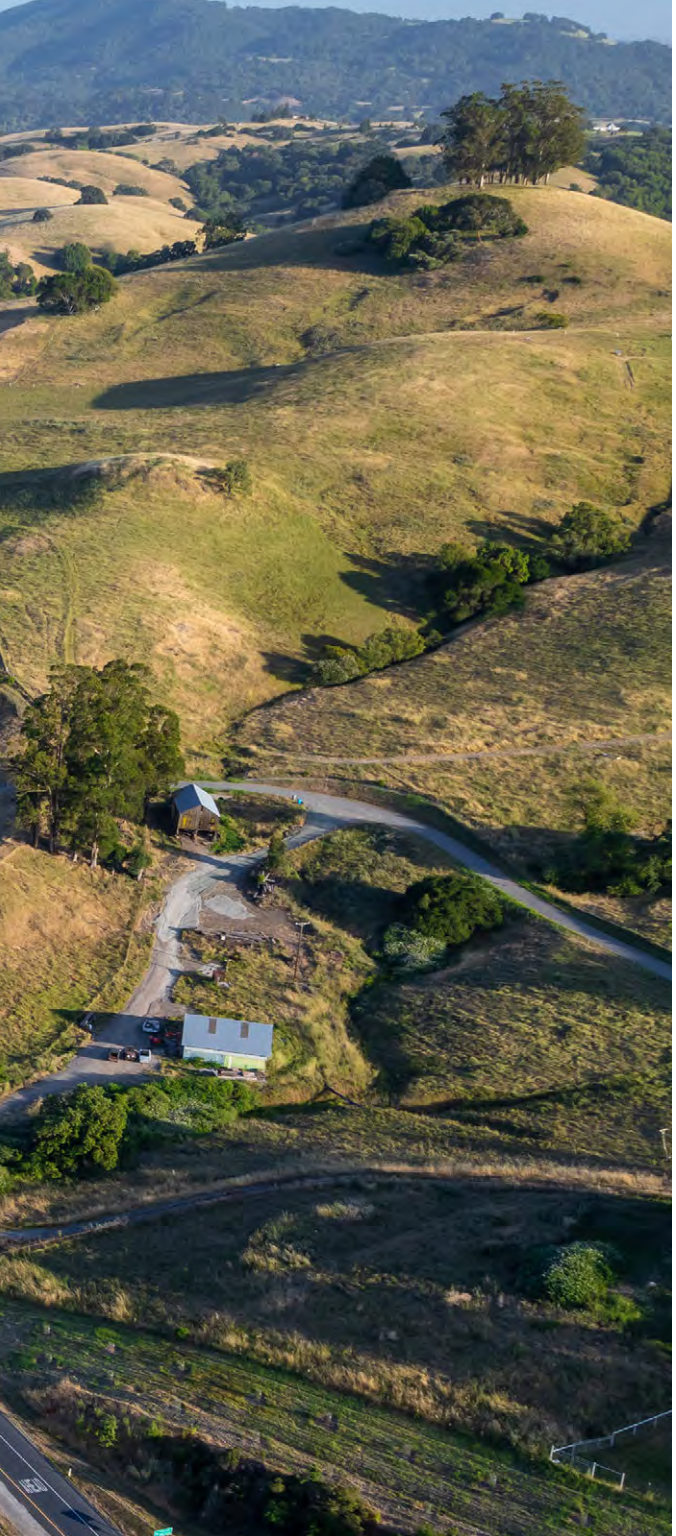
20TH ANNUAL CALTRANS

EXCELLENCE IN PARTNERING

AWARDS CEREMONY

20th Caltrans

Partnering
Our way of doing business



20th Annual California Department of Transportation

Excellence in Partnering

Awards Ceremony

August 18, 2020 | 2:00pm – 4:00pm

Welcome ..... **Devin Porr**
HQ Partnering Program Manager
California Department of Transportation

Partnering at Caltrans ..... **Rachel Falsetti**
Chief, Division of Construction
Headquarters, California Department of Transportation

Seeking Common Ground in Unprecedented Times ..... **Ryan Aukerman**
Executive Vice President
Griffith Company

Partnering – Our Way of Doing Business ..... **Toks Omishakin**
Director
California Department of Transportation

Awards Presentation ..... **Devin Porr**
HQ Partnering Program Manager
California Department of Transportation

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20th Annual California Department of Transportation Excellence in Partnering

Projects Less than $10 Million

Partnering
Our way of doing business

Projects Less than $10 Million

> **"We worked as one team, with open and honest communication, and thus were able to resolve any potential issues in a timely manner throughout the duration of the project. Partnering helped improve relationships between the owner, contractor, and key stakeholders."**

PARTNERING TIP

By partnering with the City of Willits to use the Reverse 911 or Nixel Emergency Alert System for important notifications during construction, the project team was able to minimize inconvenience to the public.

Relinquishment of Old 101

Silver

PARTNERING LEADERSHIP

Nash Munes
RE, Caltrans District 1

Frank Pomilia
PM, Granite Construction Company

STATS

Project ID: *01-262034*

Caltrans:
North Region, District 1

Contractor: Granite Construction Company

Schedule: *155 days (contract) vs. 154 days (actual)*

Budget: *$4,029,800.00 (budget) vs. $6,210,444.41 (actual)*

Safety: *Zero OSHA recordable incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Open House

Social Media

Team-building Exercises

PROJECT SUMMARY

In the dense business section of the city of Willits, 0.9 mile of concrete curbs, gutters, sidewalks and ramps along Old State Route 101 had to be replaced due to heavy vehicular and pedestrian traffic.

SUCCESS STORIES

- Early in the project, Granite Construction Company (GCC) faced the monumental challenge of developing a strategy to efficiently build the project while maintaining pedestrian, bicycle, and vehicular access through the project limits as well as access to the businesses and residences along Old State Route 101. Recognizing the enormous scope of the project and the potential disruptions to the local community, the project team collaborated on developing and implementing a plan that ultimately led to the safe completion of the project ahead of schedule with only minimal impacts on the community.
- The repeated discovery of conflicts between underground utility lines, including natural gas, water, sewer, and communication lines, throughout the life of the project, as well as the discovery of an unidentified underground storage tank, led to a major partnering effort. The project team, which also included utility owners, recognized the substantial risk for lengthy delays and large cost increases to the project if solutions to these conflicts were not quickly identified and implemented. In working collaboratively to resolve each conflict as it was discovered, they were able to keep the project on schedule. Ultimately, it was the flexibility and partnering attitude of each stakeholder that enabled the team to successfully address potentially costly and schedule-impacting situations that would have affected all of them.
- Retrofitting an existing downtown center with sidewalks to meet current Americans with Disabilities Act (ADA) standards is not without challenges that can lead to disputes between stakeholders. Under the partnering charter, the project team implemented a dispute resolution ladder and employed a Dispute Resolution Advisor. With this valuable tool, Caltrans, GCC, and other stakeholders were able to quickly resolve disputes at the lowest level possible.

FUN FACT

Willits is the home of the Skunk Train, which runs 40 miles from town up into a redwood forest with the world's tallest trees. Built as a logging railroad in 1885, one of the railroad's routes now departs from Willits and travels to Northspur, climbing through the eastern slope of the scenic California Coast Range. While the train's original name is California Western Railroad, old timers living along the line in 1925 nicknamed it the "Skunk" and the name stuck. When motorcars were introduced (i.e., railbuses or railcruisers), their gasoline-powered engines and pot-bellied stoves burned crude oil to keep passengers warm and created extremely pungent fumes!

> **“Without partnering, this project would have suffered costly delays and been exposed to potential claims due to the various pavement challenges.”**

PARTNERING TIP

The project team had a high level of engagement at all levels, and the Resident Engineer and Project Manager met in person once a week to discuss all problems. Both were available to discuss anything over the phone and, from the beginning, they agreed there would be verbal communication before any written communication was transmitted.

PARTNERING LEADERSHIP

Mrudang Shah
RE, Caltrans District 3

Spencer Boyer
PM, DeSilva Gates Construction

Dennis Green
Facilitator, Green Com, Inc.

STATS

Project ID: *03-0G9904*

Caltrans:
North Region, District 3

Contractor: *DeSilva Gates Construction*

Schedule: *45 days (contract) vs. 45 days (actual)*

Budget: *$5,809,000.00 (budget) vs. $4,968,675.00 (actual)*

Safety: *Zero OSHA recordable incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop (facilitated)

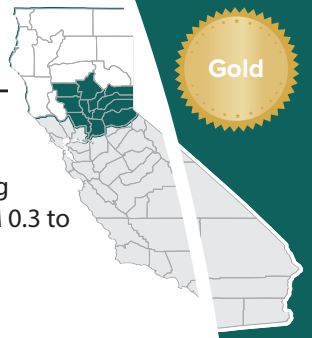
Weekly Meetings

Dispute Resolution Ladder

Team-building Exercises

Monthly Surveys

SR 84 CIR & RHMA



Gold

PROJECT SUMMARY

This project of 11 miles of State Route 84 in Yolo County consisted of cold in-place recycling (CIR) from post mile (PM) 5.0 to PM 10.9 and repaired failed asphalt concrete areas from PM 0.3 to PM 5.0. The final lift was finished with a Rubberized Hot Mix Asphalt (RHMA) overlay.

SUCCESS STORIES

- The existing pavement between PM 0.0 and PM 5.0 was originally planned to be ground to a specified smoothness and paid for under a bid item. Prior to starting the prepaving grinding operation, the roadway surface was evaluated by inertial profiling and the result indicated that achieving the prescribed roadway smoothness would be cost-prohibitive due to the number of prepaving grinding days needed. In addition, prepaving grinding to the extent required to achieve the specified smoothness would have resulted in an inadequate and unacceptable pavement structural section in many areas. The inertial profile data were analyzed and it was determined that a 50 percent improvement in the overall Mean Roughness Index (MRI) and elimination of all areas of localized roughness in excess of 180 could be achieved by changing the contract to eliminate all the prepaving grinding days and increase the amount of cold planing and HMA paving. DeSilva Gates Construction and Caltrans arrived at this innovative solution through a joint problem-solving effort. Project team members from both parties were willing to trust each other and use "out-of-the-box" ideas to meet the team's agreed-upon goal—to provide the best pavement surface within the available budget.
- The Project team used open and honest communication on a daily basis to identify issues and resolve potential claims expeditiously. In fact, the team successfully resolved 95% of all disputes at or below level 2 (RE/PM) on the dispute resolution ladder (DRL) and all disputes were resolved at level 3 or below on the DRL.

FUN FACT

Caltrans set up post mile designations years ago for highway planning, management and maintenance purposes. Many California historical landmarks and their plaques can be located by referring to their post mile designations. Official recognition of historical sites began in Los Angeles in 1895 with the formation of the Landmarks Club. The Club was dedicated to the preservation of historical sites throughout California, starting with the Spanish missions. The landmark program became official in 1931, when legislation was passed "to register and mark buildings of historical interest or landmarks." The first twenty landmarks were officially designated on June 1, 1932. The emphasis was on well-known places and events in California History, especially missions, early settlements, battles, and the gold rush. Initially, landmarks were registered without criteria; documentation requirements were minimal, and some properties were registered simply on the basis of hearsay or local legend. By, 1970, strict adherence to registration criteria brought dignity and integrity to the landmark program.

> **“Our business of solving problems often focuses on the negative. Partnering helped us recognize positive contributions and encouraged us to be proactive in acknowledging and celebrating these successes—so our successes, not our difficulties, really drove this project!”**

PARTNERING TIP

Prior to the kick-off workshop, develop a partnering website so every stakeholder can interactively list their top goals for the project. Introduce each stakeholder’s individual goals at the kick-off workshop, and then have the partners select the best for the project team’s goals and incorporate them into the signed cover page of the charter.

I-5 Off-Ramp and Bridge Widening Project

Gold

PARTNERING LEADERSHIP

Darrell McKenzie
RE, Caltrans District 7

Thomas Tan
PM, C.A. Rasmussen, Inc.

Craig and Dennis Eriksen
Facilitators, ATI Systems

STATS

Project ID: *07-292304*

Caltrans: *District 7*

Contractor: *C.A. Rasmussen, Inc.*

Schedule: *120 days (contract) vs. 115 days (actual)*

Budget: *$3,115,400.00 (budget) vs. $2,812,454.58 (actual)*

Safety: *Zero incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop (facilitated)

Weekly Meetings

Dispute Resolution Ladder

Partnering Website

Partnering Effectiveness Survey

Facilitated Monthly Surveys

Additional Partnering Workshops

PROJECT SUMMARY

This project widened the Colorado off-ramp and bridge of northbound Interstate 5 (I-5) in the cities of Los Angeles and Glendale. The bridge crosses over the Los Angeles River and has a Class I bike path that traverses under it. The project had it all—roadway, drainage, and electrical work; bridge widening; schedule impacts related to migratory birds; environmental issues regarding the river, and partnering with third parties.

SUCCESS STORIES

- This project is a model of how partnering can help even small projects succeed. At just under $3 million, partnering was not mandatory. Yet demonstrating proactive environmental stewardship, the project team voluntarily partnered to work around bird nesting. Despite the delay this caused, the team completed the project ahead of schedule and below budget, met all quality specifications, and achieved a perfect safety record.
- Two interrelated issues threatened the primary goals of preserving, protecting and exiting the river area at the earliest possible time. First, migratory bird nesting put even more pressure on the project's tight working window, as the nesting birds prevented vibratory work over most of the work area for well beyond the time specified in the contract. Second, the contract required a design for the river diversion system that would reduce or eliminate water flow through the work site. Through close partnering, C.A. Rasmussen, Inc., Caltrans, and other team members were able to develop a win-win solution for these issues. The project team's collaborative efforts resulted in the development of an innovative modification to the existing planned diversion. To slow down the matriculation of water through the soft river bottom, an additional layer of gravel bags was placed over the extended membrane material. Directly below the actual work area, steel plates were placed, which were supported and elevated over an elongated gravel bag platform. This creative solution kept the work area separate from the uneven, boulder-encrusted riverbed; minimized the flow of water through the jobsite; allowed the contractor to work directly over the water; and most importantly, protected the river and the habitat of the nesting birds.

FUN FACT

The city of Los Angeles grew next to the Los Angeles River, inland at the site of an old Spanish settlement. In 1889, San Pedro Bay, the place where the river flows into the Pacific Ocean, was chosen as the city harbor. A series of railroads were needed to connect the city with the port. The most logical route was beside the river, since that was the smoothest land. With the railroads came industry, which rose up all along the lower Los Angeles River. With its disastrous flood history, and the fact that it was too shallow for boats, the river was finally forced into a concrete channel beginning in 1938. The City of Los Angeles agreed in 2007 to spend some $2 billion over the next 50 years. The money will be used to fund parks, walkways, and pedestrian bridges along a 31 miles stretch of the river. Some factories and other buildings near the river will be removed so houses can be built closer to the river.

> **"We saved a life! When a spawning steelhead trout was discovered in one of the embankment cavities, care was taken for its survival until the Caltrans Environmental Unit could move it."**

PARTNERING TIP

Stakeholder biographies and workshop reports contributed to team-building. Partnering can help each of the team members be aware of their teammates' roles, responsibilities, and background. This project took an extra step by preparing brief biographies of many of the stakeholders and providing them to all of the team members at the workshop and via the website.

SR-33 Soil Nail Wall and Rock Slope Protection Project

PARTNERING LEADERSHIP

Alfred Ira
RE, Caltrans District 7

Clif Leonard
PM, C.A. Rasmussen, Inc.

Craig and Dennis Eriksen
Facilitators, ATI Systems

STATS

Project ID: *07-305204*

Caltrans: *District 7*

Contractor: *C.A. Rasmussen, Inc.*

Schedule: *434 days (contract) vs. 434 days (actual)*

Budget: *$6,048,200.00 (budget) vs. $9,033,734.00 (actual)*

Safety: *Zero OSHA recordable incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop (facilitated)

Weekly Meetings

Dispute Resolution Ladder

Partnering Effectiveness Survey

Facilitated Monthly Surveys

Partnering Website

PROJECT SUMMARY

State Route 33 (SR-33) in Ventura County is a two-lane conventional highway through the mountains carrying recreational traffic to and from the Los Padres National Forest and commercial traffic between the coast and the San Joaquin Valley. The work site roadway has a very tall and steep shedding cliff to the west and drops off to Matilija Creek on the east. The project's main objective was to construct a soil nail wall with a concrete barrier on top, ten rock weir systems, and three fish habitat structures along the footing of the wall. The jobsite was impacted by the Thomas Wildfire, one of the worst wildfires in the county's history, as well as the flash flooding that followed.

SUCCESS STORIES

- When the project's scope increased dramatically due to unforeseen complexities, partnering really came into play, helping the team to successfully complete the project on schedule despite the following issues:
  - **Challenging site** – Coordination with Caltrans Maintenance revealed that there was rockfall from the project's adjacent slope, caused by the heavy winter rains. Based on a discussion at the kick-off partnering meeting, followed up by informal partnering meetings on-site, slope scaling and installation of rockfall protection netting were included in the concurrent Director's Order emergency project.
  - **Differing site conditions** – Several very large cavities and loose rocky material were discovered in the embankment under the roadway. Informal partnering meetings resulted in rapid Caltrans resolution and implementation by C.A. Rasmussen, Inc.
  - **Work in a sensitive environmental area, requiring multiple agency permits** – The successful completion of the project was based in large part on the project team's tight agency coordination. The team worked closely with environmental agencies, such as the U.S. Fish and Wildlife Service, National Oceanic and Atmospheric Administration, and U.S. Army Corps of Engineers.
- Partnering on this project was critical, not just a matter of showing up at partnering meetings. To underscore this for the team, the Caltrans Resident Engineer and the C.A. Rasmussen, Inc. Project Manager took on the roles of partnering co-champions to ensure that partnering was woven into the project's day-to-day activities. They began by co-hosting the Kick-off Partnering Workshop.

FUN FACT

Matilija Creek joins the North Fork Matilija Creek, forming the Ventura River. In July 2011, the Ojai Valley Land Conservancy acquired another mile of the Ventura River to create a refuge for the endangered Southern California steelhead (reduced to less than 100, down from an estimated 5,000 in the mid-1900s) and 29 other rare, threatened, or endangered species. The deep cool pools of the conservancy's Ventura River Steelhead Preserve provide critical habitat for the migrating fish when other parts of the river dry up, bringing new hope for the species' recovery.

20th Annual California Department of Transportation Excellence in Partnering

Projects Greater than $10 Million – Less than $25 Million

Partnering
Our way of doing business

Projects Greater than $10 Million – Less than $25 Million

> **“Through joint cooperation and communication, our goal of meeting the project’s safety, quality, timeliness, budget, and compliance requirements, while building the largest Caltrans mitigation project, was realized.”**

PARTNERING TIP

As new subcontractors join the project team and begin their work, joint training sessions are held to introduce the partnering process to their employees.

Willits Bypass Mitigation Contract 01

Silver

PARTNERING LEADERSHIP

Nash Munes
RE, Caltrans District 1

Bruce Jensen
PM, Hanford ARC

Bob Born
Facilitator, Advanced Management Systems Interactive

STATS

Project ID: *01-262054*

Caltrans:
North Region, District 1

Contractor: *Hanford ARC*

Schedule: *500 days (contract) vs. 500 days (actual – which included a 2 yr times-savings for adding future mitigation contract work to this contract)*

Budget: *$14,585,900.00 + $4,763,890 (original budget + future contract work) vs. $18,002,574.93 (actual)*

Safety: *Project Incident Rate = 0.060 / 1,000 MH (2 non-accident minor OSHA recordables in 33,610 MH)*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Team-building Exercises

Workshop BBQs

PROJECT SUMMARY

This particular area in the center of Mendocino County is known as "Little Lakes Valley." A seasonal lake forms in the valley during the rainy season, and depending on rainfall, the lake may cover most of the valley, creating vast seasonal wetlands. Mitigation was implemented by grading select locations to extend the period of seasonal on-site water retention, removing invasive plant species, and planting native plant species, including more than 660,000 plants. This mitigation project provided approximately 29 acres of Group 1 Wetland Establishment, 34 acres of Group 2 Wetland Establishment, 2 acres of Other Waters Rehabilitation, 25 acres of Oak Woodland Establishment, and 43 acres of Riparian Establishment.

SUCCESS STORIES

- Hanford, in partnering with Caltrans, scheduled all civil engineering construction to be completed in the first year. This schedule gave Hanford the opportunity to perform a large change order for heavy treatment and grading of 82.5 acres. During this work, Hanford moved an additional 64,000 cubic yards of material. Through its close partnering with Caltrans, Hanford was able to complete this work early while still staying ahead of schedule with the contractual work. Hanford used the time savings to develop new water sources and plans for future plantings and maintenance.
- Before the start of work, the Caltrans team worked with Hanford ARC's project manager / superintendent to significantly change the grading parameters from the original design to add additional depth to wetland establishment, remove the seed bank, and increase efficiency in material handling.
- The successful coordination between the contractor and Caltrans kept the project moving ahead of schedule, and more than 90 percent of the civil work was completed in one year instead of two.
- Caltrans and Hanford worked together with the California Department of Fish and Wildlife and North Coast Regional Water Quality Control Board to construct a bridge over Mill Creek, which allowed access to all sites.
- The partnering between Hanford and Caltrans was vital to keeping the access roads open and to completing all the planting on schedule.

FUN FACT

Fossil remains show that ancestors of the redwood family of trees grew worldwide at least 175 million years ago. The Ice Age, however, wiped out most of them. California is lucky enough to have two types of these unusual trees: the Giant Sequoia and the California Coast Redwood. In many respects, they are similar, and in others they are dissimilar. The Giant Sequoia only grows naturally on the west slope of the Sierra Nevadas. It has a column-like trunk, stout branches, and fibrous, reddish-brown bark. Because of ideal growing conditions (mild, wet winters and dry, warm summers), it is also one of the fastest-growing trees. The taller and more slender California Coast Redwood is more conifer-like in profile. It has a large base and reddish-brown bark. Coast Redwoods often grow to be taller than Sequoias. The world's first-, second-, third-, and sixth-tallest trees are Coast Redwoods. They grow within a mile of each other on Redwood Creek along the northern California coast.

> **“We celebrated milestone achievements by organizing team barbecues and distributing project hats and stickers.”**

PARTNERING TIP

The project team communicated by phone instead of email (as suggested by the partnering facilitator) and followed the dispute resolution ladder to resolve issues. This provided a significant advantage in resolving disputes and avoiding the use of the Dispute Resolution Board (DRB).

I-5 Lost Hills Rehabilitation (HMA and RHMA Overlay)

PROJECT SUMMARY

The scope of this project, located 58 miles northwest of Bakersfield midway between Los Angeles and San Francisco, included milling 0.5 feet of existing Hot Mix Asphalt (HMA) down to the existing concrete pavement, removing failed concrete pavement panels, and replacing them with HMA as well as overlaying with 0.35 feet of HMA and 0.2 feet of RHMA. At the project's location, Interstate 5 (I-5) is at the base of the coastal mountain range and intertwines with the California Aqueduct.

SUCCESS STORIES

- Prior to the beginning of work, Granite Construction Company (GCC) submitted a Value Engineering Change Proposal (VECP) that would reduce the 140 days (minimum days allowed by contract) to only 100 working days. In exchange, GCC wanted to work 10 Saturday night shifts prior to Memorial Day. Saturday night shifts were not in the original contract, but the VECP would enable GCC to operate more efficiently when traffic volumes were low. The project team worked with Caltrans management, including the Caltrans District Director, to develop a lane closure schedule that reduced impacts on the traveling public during the summer and overall project support costs significantly. GCC assumed the risk of completing the contract within 100 working days, and the VECP was approved.
- Early in the project, GCC lost 2 weeks in their schedule due to rain and the weather-affected sequencing of construction activities. Prior to Memorial Day, GCC was only able to work seven of the 10 Saturdays. GCC needed two more Saturdays to finish the removal and replacement of the failed concrete panels and the 0.35' overlaying of HMA portion of the contract. The construction team approached the Project Manager and the District Traffic Manager and requested two additional Saturday closures. Based on the success of the first 7 weeks, the District Traffic Manager, along with the District Director, approved two additional Saturdays after Memorial Day to keep the project on schedule.

FUN FACT

How do you beat the heat in Bakersfield? Well, you could build a tunnel to escape it. Two sets of tunnels were built in the mid 1880s by dual China Towns. Bakersfield was the only California County home to multiple China towns because Chinese immigrants coming to Bakersfield came from urban and rural parts of China, and neither of them spoke the same dialect. A third set of tunnels were built after the great Bakersfield fire of 1889. They were used for transporting goods, not drugs and alcohol, as myths lead people to believe. And, no, there is no evidence of them being haunted--just a innovative reprieve from the city's desert climate.

PARTNERING LEADERSHIP

Sunil Gandrathi
RE, Caltrans District 6

Jonathan Johnson
PM, Granite Construction Company

Leonard Steinberg
Facilitator, Creative Alliance Group, LLC

STATS

Project ID: *06-0S4904*

Caltrans: *Central Region, District 6*

Contractor: *Granite Construction Company*

Schedule: *140 days (contract) vs. 100 days (actual)*

Budget: *$20,387,500.00 (budget) vs. $18,232,852.66 (actual)*

Safety: *Zero lost time incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Team-building Exercises

Monthly Surveys

Milestone BBQs

> **"By including Caltrans in our appreciation lunches, we communicated to the entire team that we were there to partner with them, not to treat them as the enemy."**

PARTNERING TIP

Make sure that field personnel are included in the partnering training sessions. We do a great job at partnering at the Construction Engineer/Resident Engineer and Project Manager/Project Engineer level, but we need to improve at the Assistant RE/Superintendent/Foreman level.

Construction of HWY 269 - Heart of the Valley Bridge

PROJECT SUMMARY

Driving near the city of Huron in Fresno County will be safer now that a bridge has been constructed over Arroyo Pasajero Creek. It is memorially called the Heart of the Valley Bridge to remember several who perished in 1995 when the area flooded. In addition to construction of the bridge, 2 miles of Highway (HWY) 269 were raised 15 feet for additional flood protection.

SUCCESS STORIES

- Early on, the team identified a potential risk from not being able to cut down all the trees before nesting bird season (February 1 to September 30). Teichert Construction and Caltrans came together to partner on a solution in which trees were removed prior to the first scheduled working day to comply with the federal Migratory Bird Treaty Act of 1918.
- Given the profile raising on HWY 269, Pacific Gas and Electric Company (PG&E) needed to relocate 2 miles of overhead power lines, and the projection was that PG&E would not be able to meet its schedule. So the team partnered together to work around the existing poles and to identify at what point in the schedule they would be in conflict. PG&E committed to relocating the poles within a 2-week window, and Teichert Construction was able to work in other areas to avoid the conflict, resulting in no additional time or cost.
- Two Value Engineering Change Proposals (VECPs) were presented and executed that saved approximately $500,000. These VECPs were based on recycling the existing roadway for the detour roadway and reducing the detour roadway, as it was to be in service for only a short period. During the construction of the detour, Teichert Construction encountered significant rains that washed away the detour construction that had already taken place. Because the detour was washed out and the project would last more than one winter season, the team got together and proposed that the contract be accelerated to complete the work in one summer season so as to avoid working during two winter seasons. Teichert Construction and Caltrans partnered to accelerate and complete the project prior to the next rainy season. This was a huge success, but required all of the contractor and subcontractor team members, along with Caltrans District and Structures staff, to be on board.

PROJECT FACT

For decades, residents of the City of Huron would take a 28 mile detour to avoid a stretch of highway 269 that would flood in the winter months. It became a deadly choice 25 years ago in March. Heavy rains washed out a bridge on I-5 at Arroyo Pasajero Creek. Seven people died, most of them lived in Huron. For years, SR-269, the main road in and out of the city, continued to be a dangerous problem. But city, county and state leaders recently made it their mission to build a solution, resulting in this project. "Our community has been waiting decades for this bridge to become a reality," said Huron Mayor Rey Leon. "This is a terrific example of how the state and local government can successfully partner to get critical infrastructure built."

PARTNERING LEADERSHIP

Din Dadawalla
RE, Caltrans District 6

Chris Grimm
PM, Teichert Construction

Leonard Steinberg
Facilitator, Creative Alliance Group, LLC

STATS

Project ID: *06-394604*

Caltrans: *Central Region, District 6*

Contractor: *Teichert Construction*

Schedule: *245 days (contract) vs. 205 days (actual)*

Budget: *$18,091,300.00 (budget) vs. $15,242,672.70 (actual)*

Safety: *Zero recordable incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Monthly Surveys

Partnering Lunches

> **“The Partnering process helped to establish an open line of communication between all parties that will carry forward into any future projects.”**

PARTNERING TIP

Base team-building exercises on actual jobsite situations to build relevant skills and encourage more engaged participation.

PARTNERING LEADERSHIP

Warren Yue
RE, Caltrans District 7

John Bejar
PM, Select Electric, Inc.

Dennis Green
Facilitator, Green Com, Inc.

STATS

Project ID: *07-306404*

Caltrans: *District 7*

Contractor: *Select Electric, Inc.*

Schedule: *560 days (contract) vs. 548 days (actual)*

Budget: *$13,529,400.00 (budget) vs. $13,484,506.51(actual)*

Safety: *Zero Recordable Incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Team-building Exercises

Quarterly Partnering Sessions

Lessons Learned Session

Partnering Evaluation Survey

210 Freeway TMS Connected Corridor

Silver

PROJECT SUMMARY

A segment of Interstate 210 (I-210) stretching from Pasadena to San Dimas will become much smarter. A first of its kind project to connect traffic control elements between Caltrans and surrounding cities (changeable message signs, CCTV, ramp metering, and traffic monitoring), the project will significantly divert traffic during periods of congestion.

SUCCESS STORIES

- This I-210 project was divided into two segments: (1) from Route SR134 to I-605 and (2) I-605 to SR57. The second segment could not proceed until the first was completed in order for the electrical field elements to stay operational as long as possible and reduce the down time of elements during the transition. Select Electric and Caltrans discussed this issue and one agreed solution was to keep the old cables in some places for segment 1 so as not to disrupt the traffic signals during the transition. This allowed for seamless transition of power from old to new elements. This partnering between each party allowed Select Electric to work simultaneously on both segments and finish the project ahead of schedule.
- This was an extremely safe project as there were no recordable incidents during construction. A resolution ladder was created during the Kick-off Meeting but was never needed, as there was excellent communication between all parties, even at the lowest level. All partnering goals were met: the project was safe, it was completed on time and within budget, Select Electric, Inc. performed quality work, and everyone practiced good communication skills.
- The Pasadena Department of Public Work was quite happy with the project within their city limits: "Select Electric understood the sensitivity of traffic in the City of Pasadena and the need to comply with the City of Pasadena's construction times; cleanliness of work site areas; timely manner in moving and clearing the area prior to rush hour; providing adequate information to residences or businesses prior to starting construction in an area; following up on field conflicts in a timely manner; and providing the highest communication between their field crews and the City of Pasadena's Engineer's, Public Works Permit Staff, and Public Works Inspector."

FUN FACT

The world's first traffic light was a manually operated gas-lit signal installed in London in December 1868. The design combined semaphore arms with red and green gas lamps on a pillar. The gas lantern was manually turned by a police officer so that the appropriate light faced traffic. It exploded less than a month after it was implemented. 52 years later, Los Angeles installed its first automated, electric traffic lights at five locations on Broadway. These early signals, manufactured by the Acme Traffic Signal Co., paired "Stop" and "Go" semaphore arms with small red and green lights. Bells played the role of today's yellow lights, ringing when the flags changed—a process that took five seconds. By 1923 the city had installed 31 Acme traffic control devices. The Acme semaphore traffic lights were often used in Warner Bros. Looney Tunes cartoons for comedic effect due to their loud bell.

"We had to coordinate with an adjacent project in order to install our 4-inch fiber conduit under that project's new bridge falsework. If we had not communicated effectively and worked creatively around the falsework situation, the project would have been delayed."

PARTNERING TIP

Partnering should be preached at the top and filtered down. As the key influencers, upper management of all partners should provide training to personnel who are inexperienced in partnering, incorporate partnering topics at most project meetings, and recognize successful partnering efforts frequently. Through these practices, management shows that it takes partnering seriously.

PARTNERING LEADERSHIP

Inderjeet Harika
RE, Caltrans District 8

Rick Duncan
Rick Hermocillo
PM, Dynalectric

Dennis Green
Facilitator, Green Com, Inc.

STATS

Project ID: *08-0G7704*

Caltrans: *District 8*

Contractor: *Dynalectric*

Schedule: *380 days (contract) vs. 380 days (actual)*

Budget: *$17,196,900.00 (budget) vs. $15,366,166.53 (actual)*

Safety: *Zero lost time incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Monthly Meetings

Team-building Activities

Monthly Surveys

Install TMS Field Elements

Silver

PROJECT SUMMARY

The goal of this project was to improve the capability of the District's Traffic Management Center (TMC) to efficiently gather and disseminate real-time traffic information to the public and law enforcement and to complete the District Traffic Management System (TMS). The project also provides essential data to law enforcement and emergency responders, maintenance field crews, and the traveling public to help them respond to and make informed decisions about changing traffic conditions. Along Interstate 15 (I-15), 41.8 miles of the Fiber Optic Communication System was installed underground to connect various existing and new TMS field elements. Work was primarily executed in the previously disturbed area just beyond I-15's paved shoulders.

SUCCESS STORIES

- A heavy thunderstorm produced a considerable downpour of rain at one of the jobsite locations, causing moderate erosion at a hillside that had been previously disturbed by the conduit installation. Caltrans Maintenance, as a good partner, notified Dynalectric the following day. The team, consisting of a foreman, Caltrans Maintenance staff, and an inspector, quickly arrived at the location to assess and agree on a set of actions to address the erosion. All parties chipped in. Maintenance offered base materials and drainage inlet clean-up assistance, while Dynalectric repaired the eroded hillside. The Project Manager and Resident Engineer mutually agreed to split the cost, as there were multiple factors that caused the erosion. Due to the partners' swift response and their willingness to listen and trust each other, the issue was addressed and resolved.
- A subcontractor requested a quick turnaround time for numerous night lane closure requests in order to install K-rails per the project plan. Dynalectric's partnership with Caltrans helped to get the closures approved in a timely manner. The subcontractor was highly appreciative of the partners' efforts and returned the favor when it came to quickly repairing crash cushions on a couple of occasions during the period when the K-rails were to be installed.

FUN FACT

K-rails were initially called Jersey barriers, as they were originally developed in the 1950s as lane separators on New Jersey highways. A use of Jersey barriers other than for traffic control was depicted in the motion picture Volcano, where Office of Emergency Management Director Michael "Mike" Roark (Tommy Lee Jones) tries to stop a lava flow, boiling out of the Los Angeles La Brea Tar Pits, from causing further destruction of Wilshire Boulevard. He orders Jersey barriers, referring to them by the California name, K-rails, to be set up double-stacked in a horseshoe shape, which, combined with flooding the dammed-up lava with water, halts the lava flow. In spite of the innovative use of K-rails, film critic Roger Ebert couldn't take this movie called Volcano which had no volcano very seriously, commenting, "The ads say 'The Coast Is Toast,' but maybe they should say 'The Volcano Is Drano.' "

> **"Team lunches helped Caltrans and Sully Miller project staff become more familiar with each other. The lunches put a human face to each participant, so staff on both sides were able to establish more than just a professional relationship."**

PARTNERING TIP

Conduct discussions with the field staff of all partners in order to identify potential conflicts and develop innovative ways to improve safety and quality. The Caltrans Resident Engineer and Sully-Miller's Project Manager drove together through the Highway 395 jobsite on a monthly as well as on an as-needed basis, conferring directly with field staff on the project.

PARTNERING LEADERSHIP

Maged Youssef
RE, Caltrans District 8

Joseph Royster
PM, Sully-Miller Contracting Company

Neal Flesner
Facilitator, Ventura Consulting Group

STATS

Project ID: *08-0N9714*

Caltrans: *District 8*

Contractor: *Sully-Miller Contracting Company*

Schedule: *224 days (contract) vs. 224 days (actual)*

Budget: *$20,978,800.00 (budget) vs. $19,182,854.71 (actual)*

Safety: *Zero OSHA recordables*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Monthly Evaluations

Partnering Lunches

Monthly Surveys

Route 395 Widening

Silver

PROJECT SUMMARY

In the typical high desert terrain of San Bernardino County, the shoulders of Highway 395 were widened to 8 feet and a 4-foot median buffer was constructed. The project is near the intersection with State Route 58, which is commonly referred to as Kramer Junction.

SUCCESS STORIES

- This contract proceeded exactly like a partnered project should. Caltrans and Sully-Miller Contracting Company had several obstacles to overcome, which included lack of water in the region; difficult terrain and traffic; and compaction. The project team identified many issues up front and took the time to meet and discuss them. The project team did not need to use the dispute ladder on many of the issues, which is a testament to the work that took place in the field at the lowest level.
- At weekly progress meetings, the lowest two levels of the team would get together and discuss the project and schedule. If issues arose, the entire team would go to the field together to see what the issue was and resolve it on-site. Following this process, the team worked through several issues, and the result was twofold: the project remained on schedule and the project team avoided any internal conflicts.
- Working collaboratively, Caltrans, Sully-Miller, and the California Highway Patrol (CHP) met to pre-plan the traffic control layout while work took place near the intersection of Highway 395 and SR 58. During construction, there were zero incidents while work was underway near the SR 58 intersection, and CHP involvement continued to ensure reduced impacts on the traveling public.
- During excavation work on the southbound widening from post miles 42.6 to 39.0, large boulders were encountered as well as varying soil conditions, which caused compaction issues for Sully-Miller. Caltrans and Sully-Miller partnered on the compaction testing and achieved 95% compaction in this area, which enabled the project to move forward.

FUN FACT

In the 70s and 80s, if you were driving Highway 58 between Barstow and Kramer Junction, it would be to your south and you weren't always aware of it right away. In the daytime you might even miss it if you were looking at your road map, tuning the radio, or actually watching the road. But, if it caught your eye, it would immediately seem out of place in the barren, uninhabited Mojave. And, yet, you never seemed to get any closer to it. In the day, it was a thin, pink and white latticework perpendicular to the desert with a top that seemed to be above the cruising altitude of airliners; at night, a twinkling, sparkling crimson pyramid. As you finally reached this giant structure, the road took a maddening curve and you suddenly leave it. The only clue was a sign that read, "Hawes Radio Relay Facility." A sign of the times. The facility was a 1,226 ft mast radiator which provided VLF communication to ground and mobile nuclear missile facilities during the Cold War. It was a government curiosity designed to keep it citizens safe. In 1986, the mast was demolished by explosives.

> **“From discrepancies in the project funding sign specifications to clarifications on the precast slab locations and dimensions, Caltrans worked diligently with Hazard Construction to arrive at fair, reasonable, and mutually agreeable solutions.”**

PARTNERING TIP

Partnering sessions are pivotal in overcoming obstacles and minimizing frustration. In these sessions, take the time to understand each team member's perspective. In doing this, the entire project team will come to realize that everyone’s concerns about quality, safety, budget, and schedule are not only shared but critical to achieving the team’s common goals.

PARTNERING LEADERSHIP

Peter Koury
RE, Caltrans District 8

Paul Hutchins
PM, Hazard Construction

Dennis Green
Facilitator, Green Com, Inc.

STATS

Project ID: *08-1G6204*

Caltrans: *District 8*

Contractor: *Hazard Construction*

Schedule: *150 days (contract) vs. 154 days (actual)*

Budget: *$14,871,000.00 (budget) vs. $12,954,769.86 (actual)*

Safety: *Zero OSHA recordable incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Monthly Surveys

Team-building Exercises

Route 86, 10 & 111 Cold Plane, Overlay & Precast Slab Replacement

Silver

PROJECT SUMMARY

In the southern part of the Coachella Valley, this project consisted of cold planing, Rubberized Hot Mix Asphalt Gap Graded (RHMA-G) overlay, the replacement of precast slabs, and localized dig-outs on State Routes 86, 10 and 111.

SUCCESS STORIES

- One of the first items of work was to install the construction area signs. Based on the starting timeline, the laminated wood box posts for the project funding signs would have taken too long to fabricate, so Caltrans allowed Hazard Construction to install them with 8" x 8" wood posts instead, as long as the breakaway details on the standard plans were followed and they were installed either 15 feet away from the edge of the traveled way or behind a guardrail. This mutually beneficial and zero-cost solution allowed the project to move forward without an otherwise inevitable delay.
- Per the contract documents, all 329 precast panels were to be the same dimensions. After taking cores at the actual slab replacement locations as laid out by the Engineer, Hazard Construction discovered that the corresponding depths of the actual existing sections were of varying thicknesses. In a Request for Information (RFI), Hazard Construction suggested the following solutions: "Where the existing concrete thickness matched the planned precast panel dimensions (8-1/4 inches or less) the panels would be installed per plan. Where the existing Portland Cement Concrete (PCC) was between 8-1/4 and 9 inches, the gap between the new precast slab and the existing cement treated bases and lean concrete bases (LCB/CTB) would be bridged with the underslab grout, up to 1 inch in thickness. The locations where the existing PCC is between 9 and 9-1/2 inches would have the existing LCB/CTB removed and replaced with the approved Lean Concrete Base Rapid-Setting (LCBRS) at a sufficient thickness to allow for a half-inch gap between the existing LCB/CTB and the new precast slab. In locations where the existing PCC is 9-1/2 inches or greater, instead of replacing the existing PCC with a precast slab, Hazard Construction would replace it with approved Rapid Set Concrete." This solution between Caltrans and Hazard Construction allowed the work to continue without delays related to potential design or shop drawing changes or revisions.

FUN FACT

Coachella Valley has been the playground for famous tourists since the turn of the last century. John Muir and Robert Louis Stevenson enjoyed it's microclimate under the shadow of Mount San Jacinto during the first decade, while Frank Sinatra and Bob Hope built houses in the Movie Colony neighborhoods of Palm Springs during the heyday of the luxurious El Mirador resort. Golf has long been the primary sport in the valley, though the Angels played spring ball there and had a minor league affiliate from 1986-1993. In 2000, professional tennis came to the region in a big way. The Indian Wells Tennis Garden is the second largest outdoor tennis stadium in the world, with a capacity of 16,100. The state-of-the-art facility includes an 18,000 sf village with three restaurants overlooking the courts and hosts the BNP Paribas Open (the 5th largest tournament in the world), as well as concerts by The Eagles and The Who and even basketball games with the Phoenix Suns.

> **"The accountability established by documenting tasks and assigning responsibility and target dates in our partnering session notes and surveys ensured accurate follow-through and improved quality."**

PARTNERING TIP

At partnering sessions, the Facilitator assembled many team and breakout group activities that fostered relationship building. For example, everyone completed DISC Behavior Style assessments (dominance, influence, steadiness, conscientiousness)**, which helped team members understand one another better, communicate more effectively, and coalesce quickly as a team.**

PARTNERING LEADERSHIP

Muhammad Rahman
RE, Caltrans District 10

Hilbert Silva
PM, Teichert Construction

Clare Singleton
Facilitator, StreamLine Consulting (previously OrgMetrics)

STATS

Project ID: *10-1C1804*

Caltrans: *Central Region, District 10*

Contractor: *Teichert Construction*

Schedule: *210 days (contract) vs. 210 days (actual)*

Budget: *$12,092,900.00 (budget) vs. $11,849,983.00 (actual)*

Safety: *Zero OSHA Recordables*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Monthly Scorecards

Surveys

Milestone Breakfasts/ Luncheons

Team-building Events

Turlock SR-99 Rehabilitation Project

Gold

PROJECT SUMMARY

On 1.6 miles of State Route (SR) 99 just south of the Turlock rest area, lane one's precast concrete (PCC) panels were repaired, while continuous reinforced concrete pavement (CRCP) was used to reconstruct lanes two & three and widen the outside shoulder. The work also included widening the inside shoulder using Hot Mix Asphalt (HMA) and upgrading the drainage system. Facing a high volume of traffic, limited space, existing site conditions, and an unanticipated rainy season, the project team could not have completed this project successfully had they not partnered exceptionally well.

SUCCESS STORIES

- On this unique and extremely challenging project, safety was of the utmost concern. The dangers of working on a freeway are considerable when it involves heavy commuter traffic, narrow lanes, and hazardous weather conditions. Teichert Construction and Caltrans put safety at the forefront, making sure every person was held accountable to protect not only themselves, but their teammates and the public. The team was concerned for the safety of the traveling public because of the narrow lanes through the project, with concrete rails on each side, and no escape areas. Additional signs and digital changeable warning signs were added to alert the commuters to slow down for the narrow lanes and the cone zone. With the approval of Caltrans Headquarters, the southbound rest area was closed.
- The team collaborated at the highest level to resolve a complicated dispute related to PCC panel replacement acceptance. The cost of this dispute could have escalated to more than one million dollars. Working together without placing blame, the team successfully focused on facts and agreed to a fair and equitable solution.
- Early on, the Teichert Project Manager (PM) and Caltrans Resident Engineer (RE) noticed disruptions in the field because an inspector and a foreman could not get along. Seeing this as an opportunity to apply partnering concepts, the PM and RE brought them in to discuss their issues. The PM and RE ensured that both listened, shared their views, and came to an understanding of the other's point of view. This frank exchange between partners helped the teammates come to a resolution. They walked out of the meeting shaking hands and followed through in supporting each other's needs. The project ran more smoothly from that point on.

FUN FACT

"You new around here; where you from?" inquires Paul Le Mat's street racer John. The girl replies, "Turlock." This reference to the central valley town was just one of the elements of the 1973 film American Graffiti that captured the classic cars and rock n' roll life there in the early1960s. Though it was shot in Petaluma, it was set in Modesto, just north of Turlock. Director and co-writer George Lucas recreated his years living there through a series of vignettes that tell a story of a group of teenagers and their adventures over a single night. "Cruising was gone, and I felt compelled to document the whole experience and what my generation used as a way of meeting girls," Lucas explained. The film showcased a "carload" of baby-faced actors, including Harrison Ford, Suzanne Somers, Ron Howard and Richard Dreyfuss.

> **“GRI’s Construction Manager and Caltrans’ Construction Chief got to know each other well and were able to establish a smooth working relationship. This not only helped ensure the success of this project but should help on other projects going forward.”**

PARTNERING TIP

The facilitated monthly surveys that were conducted made use of the project’s partnering website for the survey inputs and for posting the monthly reports, which meant they were available to all stakeholders.

Routes 108 & 120 Pavement Rehabilitation Project

PARTNERING LEADERSHIP

Colin Doran
RE, Caltrans District 10

David Cox
PM, George Reed, Inc.

Craig and Dennis Eriksen
Facilitator, ATI Systems

STATS

Project ID: *10-3A7304*

Caltrans: *Central Region, District 10*

Contractor: *George Reed, Inc.*

Schedule: *142 days (contract) vs. 135 days (actual)*

Budget: *$23,313,700.00 (budget) vs. $21,931,156.15 (actual)*

Safety: *Zero OSHA Recordables*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Partnering Website

Facilitated Monthly Surveys

Brief Biographies of Principal Stakeholders

Team-building Activities

PROJECT SUMMARY

This project covered 34 miles of the multi-lane State Highways 108 & 120 in the California foothills near Yosemite and consisted of cold-planed asphalt concrete pavement, rubberized Hot Mix Asphalt (HMA) placement, and the upgrade of drainage facilities and metal beam guardrails.

SUCCESS STORIES

- Work on an 8-mile section of Route 120, which had significant issues with existing crack fill materials, was an example of joint problem solving. George Reed, Inc. (GRI) notified Caltrans that there was going to be a quality issue with the final product if GRI was to continue according to the design. At an emergency partnering meeting the partners brainstormed potential solutions. An agreement was reached and GRI proceeded as directed, and there was no schedule delay due to the partners' quick decision making.
- Issues such as traffic backups at various intersections were routinely resolved between the inspector and jobsite foreman. All remaining issues were resolved at the Project Manager/Resident Engineer level and below. Early on, Caltrans discussed GRI's plant availability and this reduced the number of issues that arose during HMA placement.
- To provide a friendly, interactive tool to coordinate partnering activities among the stakeholders, a partnering website was established for the project. On the website the partnering charter, workshop reports, and survey were posted. Also, to raise awareness of team members' roles, responsibilities, and backgrounds, brief biographies of the principal stakeholders were posted on the website, a communications tool that underscores how committed Caltrans and GRI are to a professional partnering relationship.

FUN FACT

Seasonal lakes form throughout the Sierras come springtime. One of the most visited is Tuolumne Meadows in Yosemite National Park. It's approximate elevation is 8,619 feet and is located on the eastern side of the park. The area receives 39 inches of precipitation each year, mostly in the form of snowfall. The Tuolumne River runs through the middle of the meadow and often floods the area as snow melts, typically in May transforming it into a lake. As June rolls in, the shallow groundwater supports a spectacular summer wildflower bloom, aided by the accumulation of topsoil that has taken place for more than 2000 years. Meanwhile, the water continues to filter through Yosemite to find its way to the Hetch Hechy Reservoir, the source of San Francisco's drinking water—water so clean that it is one of the few urban reservoirs in the United States to require only minimal water treatment.

> **"In a work environment where traffic control and lane closure charts were of the utmost importance, Flatiron's traffic control foreman worked closely with the Caltrans inspectors to ensure the closures were safely implemented."**

PARTNERING TIP

Involve subcontractors in partnering by allowing them to proactively identify potential issues prior to starting their work. Having subcontractors work directly with Caltrans to resolve potential issues can be crucial to a project's success.

PARTNERING LEADERSHIP

John Williamson
RE, Caltrans District 11

Joe Fontana
PM, Flatiron West, Inc.

Leonard Steinberg
Facilitator, Creative Alliance Group, LLC

STATS

Project ID: *11-408704*

Caltrans: *District 11*

Contractor: *Flatiron West, Inc.*

Schedule: *254 days (contract) vs. 254 days (actual)*

Budget: *$17,905,900.00 (budget) vs. $17,919,041.00 (actual)*

Safety: *Project Incident Rate = 0.024 / 1,000 MH (1 OSHA Recordable in 42,144 MH)*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Dispute Resolution Ladder

Partnering Surveys

Weekly Meetings on the Patio of the Caltrans Field Office using Plastic Lawn Furniture (an informal environment that encouraged comfortable discussions on a wide range of project topics.)

Route 8 Lake Murray Blvd to Johnson Ave

Silver

PROJECT SUMMARY

The project spans more than 12.6-miles of freeway lanes on Interstate 8 (I-8), with 7 connector ramps between Interstate 8 and 125; 26 on/off-ramps on the Eastbound I-8; 20 on/off-ramps on the Westbound I-8; and 13 surface streets spread across 3 different cities (San Diego, La Mesa, and El Cajon). The primary purpose of this project was to replace failed slabs, restore the ride quality, and extend the service life of the existing pavement.

SUCCESS STORIES

- Caltrans and Flatiron West, Inc. communicated openly about potential impacts and mitigated them by coordinating directly with the other contractors or by scheduling out-of-sequence work. One off-ramp on the project was near a residential area where a few residents complained about the construction noise at night. Flatiron and Caltrans partnered on developing a solution. To eliminate the overall noise impact caused by construction work, the solution involved using an extended weekend closure to complete the ramp work in primarily daytime hours.
- The project had 66 different guardrail systems in its design. But, unfortunately, the systems design was incomplete. Most of these systems, if they had been built per the project plans, would have resulted in new guardrails that would not meet current standards. Flatiron West, Inc. and Ferreira Coastal Construction Co. performed investigation work at all locations and gave Caltrans a list of recommendations for changes to each system. Caltrans implemented these changes and authorized the redesign of the guardrail systems to ensure that each met current standards. This proactive approach helped create a better finished product and eliminated the possibility of rework in these areas.
- During the peak of construction, Flatiron West, Inc. and its subcontractors had workers on both sides of the freeway. With so many boots on the ground, Caltrans recognized that safety was of the utmost importance. So despite the lack of budget for an additional unit, Caltrans authorized deployment of a second COZEEP unit to the jobsite to provide additional coverage to the job and enhance the safety of the work area. Caltrans also authorized a 10 miles per hour speed limit reduction throughout the work zone—another example of how partnering between the teams promoted a strong safety culture.

FUN FACT

The lowest Interstate in the country at one point (as the freeway drops below sea level elevation in the Imperial Valley near El Centro), Interstate 8 also traverses several mountain passes on its journey between San Diego, California, and Casa Grande, Arizona. I-8 provides a dynamic look at everything that's good about an Interstate: It has the multi-lane, urban feel in San Diego, the mountainous terrain with peaks and valleys in Cleveland National Forest/Laguna Mountains, the In-ko-pah Gorge, rolling desert hills, farmland in the Imperial Valley, the vast Imperial dunes, a Colorado River Bridge and more desert scenery (including the famed Arizona saguaro). A first of it's kind along the route is the Nello Irwin Greer Memorial Bridge, the highest concrete beam bridge in the US, rising 440 feet above the Pine Valley Creek. It was the first bridge in the country to be built using the cast-in-place segmental balanced cantilever method.

> **“Caltrans has continual communication with ASI quality and production staff throughout the day. There are rarely any surprises. ASI keeps Caltrans well informed and is quick to respond to any questions or concerns Caltrans may have.”**

PARTNERING TIP

ASI invited Caltrans executive staff on tours to meet the field staff and view the project’s progress. The tours improved morale and created a better perspective and understanding of the work being performed. Understanding the daily challenges faced by the team and the complexities of the project helps motivate team members who may be far removed from the field work.

San Diego-Coronado Bay Bridge Paint Structural Steel and Build Travelers

PROJECT SUMMARY

This project spot blast cleaned and painted structural steel from spans 15 to 20 of the world-famous San Diego-Coronado Bay Bridge and built three maintenance travelers (*movable platforms to allow safe access to the underside of the bridge*). The work involved extensive environmental constraints, multi-agency collaborations, and traffic and coastal zone challenges. The external agencies partnering with Caltrans and Abhe & Svoboda, Inc. (ASI) included the United States Coast Guard, the California Highway Patrol, and the San Diego and Coronado Fire Departments.

SUCCESS STORIES

- The consistent, collective team effort is apparent in all phases of work. This was seen with initial scaffold design revisions. To alleviate potential problems during scaffold removal, field discussions between the ASI Superintendent and Caltrans field personnel allowed for easy communication with design staff and expedited the revision process. The no-cost change to replace existing walkway grating with new grating, which was another example of collaborative problem solving, greatly extended the service life of the walkway while also saving ASI time and material costs that otherwise would have been incurred.
- Virtually all stakeholders participated in the partnering efforts that contributed to the overall success of the project, which included:
  - Constant communication between ASI, Caltrans, and the United States Coast Guard expedited approval of authorization requests for work on the bridge, and the United States Coast Guard was included in construction progress updates.
  - The San Diego and Coronado Fire Departments toured the bridge and construction area to develop their own emergency/rescue plans in the event of a fire or emergency within the project's construction zone.
  - Caltrans Maintenance helped by sharing their lessons-learned from other projects involving application of the unique paint system. Their input regarding methods and techniques for applying this coating diminished ASI's learning curve. This collaboration also helped the project team achieve a quality of work acceptable to all stakeholders.
  - The Caltrans District 11 Materials Source Inspection Unit was engaged during the early shop drawing process and authorization stages, which minimized shop drawing resubmittals. Caltrans received all inspection reports on the day of the inspection.

FUN FACT

The decision on whether to build a bridge over the San Diego Bay stretched more than 30 years. The US Navy was concerned that an earthquake could collapse the bridge, trapping their ships inside the bay. But, the Navy accepted the idea by 1964 as long as the bridge had at least 200 feet of clearance. To achieve this prerequisite, the bridge length was increased by taking a curved path from downtown to Coronado. The box and girder bridge opened for traffic in 1969. Aesthetically, three elements stand out. First, the towers. The bridge rests on 30 towers that mimic the appearance of Spanish mission church arches that dot California. The second is the color. Though it needs to be constantly repainted, the color helps to connect the sea to the sky. Third, of course, is it path. The long curve helps to maintain the 4.67% grade, any steeper and it would have been hazardous.

PARTNERING LEADERSHIP

Nikki Tiongco
RE, Caltrans District 11

Ryan Glen
PM, Abhe & Svoboda, Inc.

Leonard Steinberg
Facilitator, Creative Alliance Group, LLC

STATS

Project ID: *11-409304*

Caltrans: *District 11*

Contractor: *Abhe & Svoboda, Inc.*

Schedule: *874 days (contract) vs. 874 days (actual)*

Budget: *$20,613,100.00 (budget) vs. $20,359,969.14 (actual)*

Safety: *Zero recordable or lost time incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

"All Hands" Daily Production and Safety Meetings

Facilitated Project Tours for Caltrans Executive Staff

"Cook offs" Events

20th Annual California Department of Transportation Excellence in Partnering

Projects Greater than $25 Million – Less than $50 Million

Partnering
Our way of doing business

Projects Greater than $25 Million – Less than $50 Million

> **“The project team maintained open and honest lines of communication. The team did not allow an issue to go undiscussed for any length of time. When issues arose, the team collaborated to develop a solution that would work best for the project and for both parties.”**

PARTNERING TIP

This project improved communication and minimized potential conflicts by involving the subcontractors in weekly meetings.

Highway 65 Widening Project - Phase 1

Gold

PARTNERING LEADERSHIP

Jeff Johnson
RE, Caltrans District 3

Dan Erskine
PM, Flatiron West, Inc.

Dina Blake
Facilitator, Global Leadership Alliance

STATS

Project ID: *03-0H26U4*

Caltrans: *North Region, District 3*

Contractor: *Flatiron West, Inc.*

Schedule: *210 days (contract) vs. 210 days (actual)*

Budget: *$37,480,600.00 (budget) vs. $36,406,453.53 (actual)*

Safety: *Zero OSHA recordable incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Monthly Surveys

Partnering Website

BBQ

PROJECT SUMMARY

Highway 65 is an urban four-lane access restricted state highway and is an important interregional route serving both local and regional traffic. The highway is a major connector for both automobile and truck traffic originating from the Interstate 80 corridor in the Roseville/Rocklin area to the State Route 70/99 corridor in the Marysville/Yuba City area and a vital economic link from residential areas to shopping and employment centers in southern Placer County. This project added an auxiliary lane and modified ramps at the Galleria Boulevard/Stanford Road interchange.

SUCCESS STORIES

- The urban location of the Highway 65 Widening project created significant challenges. Due to the high traffic volumes during daytime hours, work time periods were significantly restricted. Limited work windows created challenges with the schedule, public convenience, and safety. Because work took place around the clock, communication was a challenge. The daytime and nighttime work meant that partnering was essential to creating a working atmosphere that promoted trust, respect, teamwork, cooperation, and communication. These attributes allowed issues to be identified and resolved in a timely manner.
- Before work commenced, it was discovered that the right-of-way acquisition of the primary access to the project had not been properly acquired. Through expedited coordination with Caltrans, Flatiron West, Union Pacific Railroad, and other stakeholders, a secondary access was approved and designed. By identifying the issue upfront and resolving it in a timely manner, the team was able to start the project with no delays.
- Per the contract stage construction plans, bridge demolition was planned to occur at night. Nearby residents and local stakeholders were concerned that noise generated during the demolition operation would impact adjacent property owners. To minimize the impact on residents, the contract was revised to allow the demolition work to be performed during daytime hours. The partnering, communication, and teamwork involved in arriving at this solution not only kept the project on schedule but also successfully addressed and resolved the stakeholders' concerns.

FUN FACT

Made up of 1,400-square miles of the most beautiful and diverse geography in California, Placer County stretches from urban South Placer, through the historic Gold Country Foothills, into the High Sierras of North Lake Tahoe. Within that eastern part, lies one of the largest ski areas in the US. But, it wasn't that way in the middle of the last century. Squaw Valley was a struggling ski resort with minimal facilities, which made its selection to host the 1960 Winter Olympics a surprise. In1956, Squaw Valley consisted of one chair lift, two rope tows, and a fifty-room lodge. The president of the Squaw Valley Development Company petitioned the California governor after he read a newspaper article mentioning Reno and Anchorage as interested parties to host the next winter Olympics. The governor supported this idea and recommended the legislature appropriate $1 million to the effort. This convinced congress and President Eisenhower to call on the IOC to consider California's bid. On April 4, 1956, the right to host the 1960 games went to Squaw Valley, beating out Innsbruck, Austria, St Moritz, Switzerland and Chamonix, France.

> “Partnering allowed the project team to come up with alternate ways to deal with the existing pavement conditions that were going to make it nearly impossible to achieve the specified smoothness.”

PARTNERING TIP

Project team members can simply pick up the phone and call one another to discuss issues when they first arise. This will build strong relationships between both sides as well as foster a high level of trust.

Hwy 80 Capital Preventative Maintenance Project (CAPM)

Silver

PARTNERING LEADERSHIP

Mian Arshad
RE, Caltrans District 4

Bill Jensen
PM, O.C. Jones & Sons

Leonard Steinberg
Facilitator, Creative Alliance Group, LLC

STATS

Project ID: *04-4J3404*

Caltrans: *District 4*

Contractor: *O.C. Jones & Sons*

Schedule: *210 days (contract) vs. 210 days (actual)*

Budget: *$37,155,100.00 (budget) vs. $33,102,938.99 (actual)*

Safety: *Zero OSHA recordable incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Partnering Website

Joint Working Lunches

PROJECT SUMMARY

This project provided the installation of guardrail, curb ramps, asphalt cold planing, and a pavement overlay. The completed project significantly improved ride quality and preserved and extended the life of 10 miles of pavement. New Midwest Guardrail System (MGS) guardrails were installed as safety improvements. Pedestrian mobility was improved with new Americans with Disabilities Act (ADA) curb ramps installed along the city streets of Richmond, El Cerrito, San Pablo, Pinole, and Hercules.

SUCCESS STORIES

- Two winter seasons of cold temperatures and short nighttime lane closures made the schedule for completing the paving operation challenging. Despite this, O.C. Jones & Sons and Caltrans partnered with all the stakeholders, subcontractors, suppliers, engineers, DTM, labs, and the California Highway Patrol to complete the project on schedule and within budget, with minimum impacts on motorists.
- The replacement of the Resident Engineer (RE) and some team members during the middle of the project proved to be very challenging. The previous RE and members had a history with the project and worked well with all of the stakeholders. The new project team had to become familiar with the project and learn to work with each other, when all the while the project was at risk of falling behind schedule. Once a commitment to the partnering effort was set in place, the project came back on track.
- The project team's dispute resolution tactics were called into action one morning when a differing site condition was found in an area where crews would be working that night. Instead of sending numerous emails, RFIs, and suspending work, the team jumped into action and met on-site that day with the intent of resolving the issue with no delay to the work. The project team clearly identified the issue and quickly developed a simple no-cost solution to the issue that could be implemented, keeping the design intent, and preventing any delays to the work.

FUN FACT

Now a suburban bedroom community that lies along the I-80 corridor in western Contra Costa County, the city of Hercules began with a boom (or hopefully a lack of one). The city site was first developed in 1881 as a manufacturing facility for the production of its patented dynamite formulation, Hercules powder. The company began with locations near the ocean, but the expansion of San Francisco forced the company to find a more remote location for the dangerous process of manufacturing explosives. Explosives manufacturing was indeed a hazardous industry in that era. In the first 38 years of operations in Hercules, 59 lives would be taken including 24 in a large explosion in 1908. The explosives manufactured at Hercules played a role in the US Army's efforts to contain the fires started by the 1906 San Francisco earthquake, by using explosives to demolish buildings to create firebreaks. Explosive manufacturing was discontinued in Hercules in 1964, and a few years later, hundreds of acres of protective buffer land became available for other purposes, paving the way for the transformation to suburbia that stretches across the region today.

> “On this project, it was like taking the low-bid process to almost a design-build process, which was the result of strong partnering.”

PARTNERING TIP

The RE on a project often lays the foundation for partnering success with their personal outlook and attitude. They lead by example. If the RE sets a pro-partnering tone, the project team will follow.

SR99 Betty Drive Interchange Replacement

PARTNERING LEADERSHIP

Brent Haroldsen
RE, Caltrans District 6

Kevin Paul
PM, Granite Construction Company

Neal Flesner
Facilitator, Ventura Consulting Group

STATS

Project ID: *06-471504*

Caltrans: *Central Region, District 6*

Contractor: *Granite Construction Company*

Schedule: *390 days (contract) vs. 329 days (actual)*

Budget: *$36,488,000.00 (budget) vs. $31,035,683.10 (actual)*

Safety: *Project incident rate = 0.011 / 1,000 MH (1 OSHA recordable in 87,179 MH)*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Monthly Partnering Surveys

Partnering BBQs

PROJECT SUMMARY

The commute to and from Goshen and Visalia has eased up with the replacement of the SR99/ Betty Drive Interchange. The North Goshen Overhead was widened and now the interchange realigns to several county roads. A pumping plant was replaced, and new crash walls along the railroad were constructed as well.

SUCCESS STORIES

- Granite Construction Company (GCC) experienced a shortfall of roadway excavation quantity in the very early earth-moving stages of the project. This issue was brought to the attention of the Project Manager (PM) and the Resident Engineer (RE) by way of the engineer and project superintendent. Neither Caltrans nor GCC field personnel could understand the root cause of the issue that created the dispute. The PM and RE evaluated the problem and realized the ground had subsided from the initial project survey. The design survey predated a severe 4-year drought and the ground subsided on average 0.5'. Once the issue was discovered, GCC halted work in the area to give Caltrans time to evaluate the problem. The RE got the right team members involved to analyze the problem and create a solution. The team, as expected, tried to handle the problem at the lowest level and when that effort was exhausted, they brought in additional team members for support. In the end, the issue was resolved with no cost and no impact on the schedule. This type of issue resolution between partners benefited both Caltrans and GCC.
- Caltrans identified an existing road within the project limits that was in disrepair, which adversely affected the locals living in the area. Acting as a good steward, Caltrans proposed to rehabilitate this roadway because it was the right thing to do for the community. GCC was able to do the work at item pricing, which eliminated a costly future expense for the project stakeholder. With this positive partnering approach, the team was able to meet the design specifications and the overall goal, which was to reduce project costs and schedule impacts as well as impacts on the end users. The team was proud of what was accomplished.

FUN FACT

Visalia has a rich architectural history. One distinctive structure is the Fox Theater. It was erected at the end of the silent film era, one of many such theaters built by William Fox and his Fox Film Corporation that later became 20th Century Fox. Opening night featured a talkie western, a newsreel, a Mickey Mouse cartoon and a Laurel and Hardy comedy. The Fox is an atmospheric theater, designed to evoke the feeling of being outside in a far-away place. This was a common architectural theme during the roaring twenties and into the Great Depression, when they were particularly popular as a fantastical escape from harsh realities outside. The interior of the Visalia Fox emulates a temple garden in India or South Asia. The ceiling is dotted with stars which flicker and glow during movies and performances to give the appearance of a clear night sky. The Fox was shuttered in 1996 after having been converted into a three screen multiplex. Fortunately, it reopened in 1999 after an extensive renovation to it's former glory. It has returned as a vibrant performing arts center and defining feature of the community.

> **"The Caltrans partnering program proactively established the stakeholders' commitments to cooperation and the open lines of communication and methods for rapid issue resolution needed to achieve successful completion of the project for the City of Thousand Oaks and the State."**
>
> Public Works Director, City of Thousand Oaks

PARTNERING TIP

The Caltrans Electrical Assistant Resident Engineer met with Taft Electric's foreman before starting each new segment of the work. Their excellent results won praise from both Taft Electric and Caltrans management.

US 101 / SR 23 Interchange Improvement Project

Gold

PARTNERING LEADERSHIP

Alfred Ira
RE, Caltrans District 7

Pete Wilson
PM, Security Paving Company, Inc.

Dennis and Craig Eriksen
Facilitators, ATI Systems

STATS

Project ID: *07-1952U4*

Caltrans: *District 7*

Contractor: *Securty Paving Company, Inc.*

Schedule: *932 days (contract) vs. 932 days (actual)*

Budget: *$27,282,000.00 (budget) vs. $31,582,793.30 (actual)*

Safety: *Project incident rate = 0.021 / 1,000 MH (2 OSHA recordables in 96,628 MH)*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Partnering Website

Facilitate Monthly Surveys

Stakeholder Biographies

Partnering Workshops

Certificates of Appreciation

PROJECT SUMMARY

During peak travel periods, the US 101/SR-23 interchange is one of the most congested freeway segments in Ventura County. To improve traffic flow and ease congestion, this project added a lane to the southbound SR 23/northbound US 101 connector, constructed sound walls along US 101 in some locations, added a lane to the northbound and southbound US 101 freeway at various locations, widened three bridges, realigned the Moorpark Road northbound on-ramp, added a lane to the Moorpark Road northbound offramp, and realigned Hampshire Road northbound on-ramps and off-ramps.

SUCCESS STORIES

- Project construction had impacts on freeways and major community thoroughfares, so community relations were critical. Close partnering with the City of Thousand Oaks (City) and Caltrop (their community outreach consultant) yielded timely and widespread community outreach. The City and Caltrop were active partners in the weekly project meetings and monthly partnering surveys—providing guidance, feedback, and enhancing the public outreach activity. The results included a 24/7 construction hot line, regular construction alerts, a project website, support for local TV station broadcasts, and special vibration monitoring to protect a major Calleguas Municipal Water District pipeline.
- Through their partnering, Caltrans, CH2M Hill, and Security Paving Company were able to jointly develop improvements in traffic flow over and above the specifications in the contract plans.
  - The plans called for the SR 23 to US 101 South Connector to be reduced from two lanes to one for 6 months. In response to the public outcry, a second lane was immediately reopened and a redesign was initiated to construct the widening in a single 55-hour closure.
  - Though specified to be closed until completion of the bridge widening and retrofit, the third lane of the southbound Hampshire off-ramp was reopened shortly after the start of the work.
  - To improve driver safety, signage changes were needed at Lynn Road, which was outside the project limits. Partnering and close coordination by District 7 staff, Caltrans Headquarters, the City of Thousand Oaks, and CH2M Hill made these changes a success.

FUN FACT

When you stroll through the grounds of the Thousand Oaks Civic Arts Plaza, close your eyes and see if you can envision lions, elephants and primates. From 1926-1969, the plaza was the site of Jungleland, a private zoo, animal training facility, and theme park. A former caretaker for Universal Studios, Louis Goebel, opened Jungleland when the studio closed it's animal division, taking six of the lions with him. Basically, Jungleland was the zoo for Hollywood. Several animal actors were housed at the zoo, including Leo, one of the MGM Lions; Mr. Ed, the talking horse; and Tamba, the chimpanzee in Tarzan films and "Bedtime with Bonzo" starring Ronald Reagan. The park also served as a backdrop to several movies such as "Birth of a Nation", "Tarzan", and "The Adventures of Robin Hood." Unfortunately, by the mid-sixties, Jungleland could not compete with the mega amusement parks that were appearing all over southern California. It's rumored that the Thousand Oaks Civic Arts Plaza still has the body of one of the Leo MGM lions buried on its land.

> “Partnering is all about working together in a team environment with shared goals, high trust, effective communication, and transparency.”

PARTNERING TIP

The project was located in a remote area, far from the District Office. Weekly partnering meetings, not just quarterly facilitated meetings, were held to engage and empower field staff, subcontractors, and supplier personnel to implement issue collaboration and resolution at the lowest possible level.

I-15 Mountain Pass AIF Project

Silver

PARTNERING LEADERSHIP

Dars Davis
RE, Caltrans District 8

Scott Howard
PM, Granite
Construction Company

Holly Parrish-Bezner
Facilitator, Global
Leadership Alliance

STATS

Project ID: *08-368514*

Caltrans: *District 8*

Contractor: *Granite Construction Company*

Schedule: *472 days (contract) vs. 472 days (actual)*

Budget: *$42,126,508.00 (budget) vs. $37,505,981.55 (actual)*

Safety: *Zero lost time incidents*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Quarterly Partnering Meetings

Surveys

Informal Luncheons

PROJECT SUMMARY

This project lies in San Bernardino County in two locations from Mountain Pass (near the Nevada border) to Yermo (near Barstow, CA). The project included adding a new Agricultural Inspection Facility (AIF) and bypass and removing the existing one.

SUCCESS STORIES

- Partnering was effectively implemented and made a positive difference on this project. For example, when the initial Water Board submittal was rejected, causing the first critical path item to be shut down before construction began, the team immediately initiated a partnering change order and worked on the schedule during the 55-day preconstruction period. As a result, the submittal process was streamlined and the critical path work was implemented on schedule.
- The partnering between Caltrans and Granite Construction Company (GCC) led to many cost savings based on the use of local borrow materials; cooperation with neighbors, which led to savings on tortoise fence maintenance; improved structural design elements; and the effective phasing of the bypass lane construction.
- The project involved many stakeholders, and the team recognized early on that unreliable cell phone coverage in the remote desert and the distance between the Project Managers' Office and the Resident Engineer's Office would be challenges. The project team set up weekly project meetings at the jobsite, and stellar project member attendance at these meetings led to issue resolution at the lowest possible level.

FUN FACT

The Mountain Pass Rare Earth Mine, the only active rare earth operations facility in the U.S., is experiencing a bit of a resurgence lately. China accounts for around 80% of the U.S. rare earth elements (REE) supply, and, as the two superpowers have been in a trade war, the unpredictability of supply has pushed the mine's new owner to increase it's production. The Mountain Pass facility began operations in 1952, but they were ceased in 2015, when the owner declared bankruptcy. The new owner is now producing approximately 15% of the global supply of REE, but only in concentrate. They still need to be refined in Asia. But, the company hopes to become completely self-sufficient this year, as the Trump administration has labeled REE critical for national defense. REE powers the modern economy. They are essential components in a wide range of industrial, clean energy, and information technology applications. They can be used in the production of electric motors in hybrid and electric vehicles, generators in wind turbines, portable electronics, LCD and plasma screens, fiber optics, and lasers. Despite their name, REE are – with the exception of the radioactive promethium – relatively plentiful in Earth's crust, but are typically dispersed and not often found concentrated. Mountain Pass' bastnaesite ore is one of the world's highest quality deposits of REE, hence its importance over the past 70 years.

> “Caltrans was extremely supportive and open to the concepts presented in our Value Engineering Cost Proposals.”

PARTNERING TIP

The team made pursuing the Caltrans Excellence in Partnering Award a project goal, which transformed the mindset of the team and encouraged everyone to develop a work synergy that would enable all parties to reach their goals for product quality, delivery and profit.

I-8 CRCP Segment 5

PROJECT SUMMARY

This project, which is part of the Interstate 8 (I-8) corridor improvements through Imperial County, involved reconstructing 7 miles of I-8 with continuous reinforced concrete pavement (CRCP). CRCP is relatively new to Caltrans and this project is the fifth contract on this corridor to apply CRCP technology. The extreme temperatures in the summer and the high winds in the area created a challenging work environment.

SUCCESS STORIES

- While the scope of the contract work was fairly linear, several aspects required close coordination and planning to execute the work effectively without incident and issue.
  - Very early on in the project, CSI presented Caltrans with a Value Engineering Cost Proposal (VECP) opportunity. The VECP would consolidate staging, shorten the duration of the project, and improve traffic flow for public convenience, with marginal impact to the overall contract costs. Caltrans and CSI worked together to modify the staging to expedite the project and shorten the anticipated duration of each stage of work. This prime example of partnering resulted in a more seamless flow of work and limited the impact on the traveling public. The project was completed, and the highway reopened to traffic 12 months ahead of schedule.
  - Change Order No.13 provided for the use of stringline for the Hot Mix Asphalt (HMA) (CRCP's subgrade) to absorb the existing variations and eliminate the contractor's concerns regarding request of compensation for the additional concrete. The proposed change was the result of the partners' joint efforts to seek a solution to a potentially costly issue.
  - As a result of VECP #003, CSI was also able to alert Caltrans to the opportunity to improve the badly deteriorated pavements at the California Highway Patrol Weigh Station. Caltrans took full advantage of this opportunity. The subsequent pavement rehabilitation performed under the existing contract was a direct result of the relationship developed by CSI and Caltrans through the partnering process. If the work had been performed as a stand-alone project, the cost would have been significant.

FUN FACT

If you know your Star Wars lore, you know that the planet of Tatooine was substituted on earth primarily with the country of Tunisia in North Africa. But, instead of returning to that country for Return of the Jedi, the film's producers chose to shoot in California's Imperial County at Buttercup Sand Dunes just off of I-8. It was there that a pivotal scene was shot. Jabba was about to push Luke Skywalker from a sand barge when (37-year-old spoiler alert) the young Jedi turned the tables on the villain, rescuing Princess Leia and Han Solo in the process. The full size sail barge and skiff were built in Buttercup Valley on a flat section of desert surrounded by the dunes. Despite the construction crew's wishes to blow up the real set, the explosion of the sail barge was filmed at a later date on the roof of an Industrial Light & Magic studio building using a model set that closely matched the real hills of Buttercup Valley. Bits and pieces of the set remain in Yuma, AZ, just not in recognizable form. Its lumber has been used in everything from homes to a restaurant.

PARTNERING LEADERSHIP

Daniel Hernandez-Duarte
RE, Caltrans District 11

Gus Rios
PM, Coffman Specialties, Inc.

Leonard Steinberg
Facilitator, Creative Alliance Group, LLC

STATS

Project ID: *11-418524*

Caltrans: *District 11*

Contractor: *Coffman Specialties, Inc.*

Schedule: *535 days (contract) vs. 535 days (actual)*

Budget: *$45,063,400.00 (budget) vs. $40,656,519.96 (actual)*

Safety: *Zero Recordable Injuries*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Monthly Evaluation Surveys

BBQs

20th Annual California Department of Transportation Excellence in Partnering

Projects Greater than $50 Million

Projects Greater than $50 Million

Partnering
Our way of doing business

> "Conflicts on the project were seen as opportunities to enhance the relationships between all team members."

PARTNERING TIP

All issues raised during the first partnering session and follow-up partnering sessions were brought to the attention of the trade/craft foreman and workers, who were empowered to resolve small issues in the field.

I-880 Median Barrier Replacement Project

Silver

PARTNERING LEADERSHIP

Bahadur Singh
RE, Caltrans District 4

David Nott
PM, Bay Cities Paving & Grading, Inc.

Bob Dorn
Facilitator, Advanced Management Systems Interactive

STATS

Project ID: *04-2J0704*

Caltrans: *District 4*

Contractor: *Bay Cities Paving & Grading, Inc.*

Schedule: *673 days (contract) vs. 673 days (actual)*

Budget: *$60,514,500.00 (budget) vs. $56,461,430.63 (actual)*

Safety: *Project Incident Rate = 0.066 / 1,000 MH (3 OSHA Recordables in 45,783 MH)*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Quarterly Partnering Sessions

Lessons Learned Session

Partnering Lunches

PROJECT SUMMARY

This project installed approximately 24 miles of concrete median barrier from Fremont to Oakland along Interstate 880 (I-880). New LED lighting was installed in the median and the project provided the initial construction for a future express lane project. This stretch of 1-880 is heavily congested with traffic during peak morning and evening commute hours. All the construction needed to be performed at night due to no daytime lane closures, substandard median shoulders, and no access to the median during the daytime.

SUCCESS STORIES

- Closures during daytime hours were prohibited, so all the work had to be performed at night. It was a challenge for the team to communicate with the field superintendent, engineers, and foremen because of differing schedules. During regular business hours, there was a small window of time to discuss issues that arose during the nighttime work. The team had to learn to communicate through cellphones, emails, and text messages.
- The project was designed very quickly, and the original contract documents did not include all the plans from the Metropolitan Transportation Commission (MTC), which issued significant changes while the project was in construction. The team successfully incorporated these revisions.
- The project involved placement of Rubberized Hot Mix Asphalt (RHMA) as a base for the median concrete barrier. After a discussion between the project manager and the design engineer, RHMA was replaced with minor concrete to expedite the barrier construction. This was especially helpful during winter months when temperatures were not conducive to RHMA placement at night.
- To reduce the number of public accidents within the project limits, the team deployed enhanced safety measures, including two speed radar trailers and a California Highway Patrol roving unit. The team also asked the City of San Leandro and City of Oakland Police Departments to provide sobriety check points near the freeway entrances before major holidays.

FUN FACT

With about 10,000 employees, Tesla's automobile plant in Fremont is the city's largest employer by far. And its footprint is impressive as well, stretching 53 million square feet of manufacturing and office space over 370 acres of land. The plant's first series production vehicle is the Tesla Model S full-sized battery electric sedan. Its manufacturing process uses more than 160 specialist robots, including 10 of the largest robots in the world, which are named after X-Men characters. Xavier hovers over the entrance to the trim line, lifting cars down to the floor from an electrified rail; while Iceman, Wolverine, and Beast do more heavy lifting nearby. Storm and Colossus are at the end of the chassis line, and Vulcan and Havok work together to lift cars back onto the rail.

> **"We worked well together and were able to shift priorities depending on the project needs. This team worked with honesty and integrity throughout the project."**

PARTNERING TIP

A concerted effort was made to schedule the partnering meetings at the end of certain project milestones. By doing this, the partners were able to celebrate project milestone accomplishments while anticipating and discussing future challenges.

Reconstruct Highway 101/Broadway Interchange

Silver

PARTNERING LEADERSHIP

Doug Inori
RE, Caltrans District 4

Brian Fleck
PM, Ghilotti Construction

Sue Dyer
Facilitator, OrgMetrics, LLC

STATS

Project ID: *04-235844*

Caltrans: *District 4*

Contractor: *Ghilotti Construction*

Schedule: *866 days (contract) vs. 866 days (actual)*

Budget: *$51,224,000.00 (budget) vs. $50,680,440.25 (actual)*

Safety: *Zero OSHA recordables. One incident but zero lost man hours*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Partnering Meetings

Informal Lunches

Monthly Partnering Evaluation Survey

PROJECT SUMMARY

On Highway 101, just south of San Francisco International Airport in the city of Burlingame, the interchange at Broadway was reconstructed and the overcrossing replaced. The reconstruction work included realigning the on-ramps and off-ramps and repaving the entire interchange.

SUCCESS STORIES

- This project involved five major construction stages, each with multiple phases. All stakeholders, therefore, needed to partner closely in order to construct the project on schedule and within budget with no major construction injuries, permit violations, or claims.
- One of the greatest challenges was an inadvertent strike to a Pacific Gas and Electric Company (PG&E) 60 kilovolt high-tension tower. The tower collapsed across eight lanes of live traffic (northbound and southbound Highway 101 at Broadway). The entire highway was closed for 14 hours until PG&E crews were able to clear the lanes. Despite the serious nature of this accident, no injuries occurred during the reopening and reconstruction. The relationships and communication lines developed through partnering made it possible for the team to expeditiously address the immediate emergency and the resulting extensive property damage, financial issues, and project delays.
- Another challenge that required intense partnering was the large number of buried man-made objects found during the use of Deep Soil Cement Mixing (DCSM), a relatively new technology to stabilize soil. More than $1 million was spent on the removal of the buried objects found during project operations.
- The most innovative idea that evolved during the partnering process was the coordination between Ghilotti Construction and PG&E during the construction of the joint utility trench. Because of the trench's complexity, Ghilotti performed excavation work in conjunction with PG&E crews. The tight coordination and extensive partnering between the two enabled the utility and construction work to take place concurrently. All the partners benefited from avoiding duplication in the use of labor and equipment.

FUN FACT

It can be a bit unnerving for any passenger looking out the window as they approach San Francisco International Airport (SFO). Another plane is flying directly next to their plane and it continues in formation all the way to touchdown. SFO is one of the few airports in the world where planes land side by side and depart side by side as well. The 4 runway (2×2) configuration at SFO makes this possible. The parallel runways 28L & 28R, which extend out into the San Francisco Bay, are normally used for landing and are only separated by 750 feet measured from the runway centerlines, whereas the other 2 parallel runways, 1L & 1R are normally used for take-offs. Pilots must maintain visual contact with all parallel traffic, and air traffic controllers carefully monitor the sequencing. Many of the photos and videos you find online rely on tricks of perspective to make it appear that planes are much closer together than they actually are, but even looking out the terminal window, it's an impressive sight.

> **“Organizational lines have truly become blurred, a team trait often noted by the various third parties and stakeholders on this project. As a team, we chose what’s best for the project over individual success.”**

PARTNERING TIP

Caltrans agreed to allow the project to serve as a pilot program for the use of iPads and PlanGrid software. Caltrans and Granite Construction shared the project documents, so all project team members had access to the current contract documents, Request for Information documents, submittals, and correspondence.

CMGC SR99 Realignment

PROJECT SUMMARY

The SR99 CMGC (Construction Manager/General Contractor) pilot project, funded by the California High-Speed Rail Authority (HSRA), realigned State Route 99 from Ashlan Avenue to Olive Avenue to accommodate the new high-speed rail system alignment between the freeway and the Union Pacific Railroad (UPRR). The project reconstructed the Ashlan Avenue overhead and Clinton Avenue interchange to improve traffic operations, reduce congestion, and enhance public safety. The project included road and bridge work, wet and dry utilities, traffic signals, and utility relocations.

SUCCESS STORIES

- A critical phase of the project was the closure of the Clinton Avenue/SR99 interchange for 6 months so that Clinton Avenue could be demolished and rebuilt over SR99 and the UPRR tracks. To accomplish this massive undertaking, all stakeholders needed to be on the same page and commit to working as one united team. Throughout the 6-month closure, numerous issues arose, including different site conditions during CIDH installation, scheduling conflicts and extra requirements for work within the UPRR right-of-way, and structure and roadway design issues. Any one of these could have led to delays with significant consequences for local residents and businesses that rely on this corridor daily. Dispute resolution ladders were used to keep the schedule on track. The partners' open lines of communication and commitment to working as one world-class team facilitated the way forward to quickly resolve and mitigate these issues. As a result, Clinton Avenue was opened within 6 months as planned.
- All contract pricing was provided with an "open book" estimate, which built a platform of trust for all future pricing of changes and scope reductions. The first test of this trust was when owner funding constraints threatened the award of this contract and a budget shortfall of $15 million was identified. To award the contract, the shortfall had to be overcome. Working together, Granite, Caltrans, and California HSRA used value engineering to identify the necessary cost reductions, and the project moved forward to successful completion within the owner's budget.

FUN FACT

The High-Speed Rail may be the future of train travel in California, but the past may provide a glimpse to a more elegant experience. One of the most legendary of steamliners was the California Zephyr, which ran from Chicago to Oakland and was billed as a "scenic rail cruise" as it snaked through some of the most beautiful topography in the U.S. It was the first-ever transcontinental train to run with dome cars. In addition, each train included a baggage car; a dining car; a 16-section sleeping car; and three 10-roomette, 6-double bedroom sleeping cars. And, no other service duplicated what the California Zephyr offered in terms of friendly on-board staff members, nicknamed the "Zephyrettes," who were akin to the golden age of airline flight attendents. The "Zephyrettes" held a combination of jobs from social director to tour guide and first aid responder. Essentially, they performed nearly any task requested by the train crew or passengers, often with an emphasis on the handicapped, elderly, and children. They remained a constant presence on the train until the very end, on March 22, 1970, when the final California Zephyr completed its last "cruise" to the Pacific Ocean.

PARTNERING LEADERSHIP

Justin Kimura
RE, Caltrans District 6

Randy Lucchesi
PM, Granite Construction Company

Paul Crotty
Facilitator, Ventura Consulting Group

STATS

Project ID: *06-2HT104*

Caltrans: *Central Region, District 6*

Contractor: *Granite Construction Company*

Schedule: *539 days (contract) vs. 539 days (actual)*

Budget: *$139,200,000.00 (budget) vs. $134,950,000.00 (actual)*

Safety: *Project Incident Rate = 0.005 / 1,000 MH (3 OSHA Recordables in 548,508 MH)*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Quarterly Partnering Meetings

Partnering Evaluation Surveys

After Work Social Events

> **“I received no complaints regarding the operation and drove through eastbound Rosecrans this morning and all traffic seemed to be flowing well. I think your entire team deserves kudos. Thanks again for a great job.”**
>
> City Engineer, City of Norwalk

PARTNERING TIP

Arrange a brief monthly partnering refresher meeting via video or teleconference for each level of the escalation ladder, and focus on improving quality and implementing the process to achieve the stated goals. Always end partnering meetings with an action plan and timetable.

I-5 South/Rosecrans Project - Segment 3

Silver

PARTNERING LEADERSHIP

Mashhur Ali
RE, Caltrans District 7

Scott Brewer
Thomas Tischer
PM, Flatiron West, Inc.

William McCleish
Facilitator, W.E. McCleish Associates

STATS

Project ID: *07-215934*

Caltrans: *District 7*

Contractor: *Flatiron West, Inc.*

Schedule: *1,665 days (contract) vs. 1,422 days (actual)*

Budget: *$89,477,000.00 (budget) vs. $94,634,906.09 (actual)*

Safety: *Project incident rate = 0.012 / 1,000 MH (5 OSHA recordables in 394,658 MH)*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Quarterly Partnering Sessions

Partnering Evaluation Surveys

BBQs

PROJECT SUMMARY

Just south of Los Angeles, Interstate 5 (I-5) is an urbanized route traversing a mixed-use community consisting of industrial, commercial, and residential land uses. This project realigned and widened the freeway by adding one mixed-flow and one high-occupancy vehicle (HOV) lane in each direction. This project also reconstructed a pedestrian overcrossing, a vehicle undercrossing, a vehicle overcrossing, two frontage roads, a number of adjacent local streets & intersections as well as constructing a new Bloomfield Avenue undercrossing and consolidation of all the ramps to Rosecrans Boulevard. The newly constructed Bloomfield Avenue provides access to I-5 from both sides of the highway improving mobility for all users.

SUCCESS STORIES

- Stages 2 and 3 pile driving at Bent 2 of the Rosecrans Avenue undercrossing were scheduled to be completed in 6 weeks per stage. The operations would have caused major delays to the motoring public and severe impacts on the School District and Bus Transit operation times. With the cooperation of the City of Norwalk, the contractor drove all 124 Bent 2 piles over two weekends by fully closing Rosecrans Avenue. At the City's request, and at no cost to the State, additional PCMS signs were installed around the work area alerting the public to the impending weekend closures. The Norwalk City Engineer reported that there were zero complaints from the public during the pile driving operations.
- The project plans did not provide designs for the transitions between existing and newly constructed pavements. Two transitions on the southbound I-5 mainline had to be designed and constructed on-site under limited closure windows. Caltrans and Flatiron West, Inc. and its subcontractors collaborated in implementing a plan that allowed the design and construction to be done concurrently. Both transitions were completed over a weekend at minimal cost and with no delays to the project.

FUN FACT

Interstate 5 stretches from Los Angeles all the way up California, but there's a noted difference between how a resident of L.A. refers to it and how a resident of Sacramento might cite it when giving directions. If you are living in the former, you most likely would say "I'm taking ***the*** 5," whereas your northern California sibling would simply say "I'm taking 5 (or I-5)." Why the difference? It all has to do with how long freeways have been a part of the Southern Californian landscape. When the Arroyo Seco Parkway opened between L.A. and Pasadena in 1940, it was the first freeway in the West. Most cities didn't get highways until Eisenhower launched the Interstate Highway System in 1956. By the time the rest of the country started building highways, L.A. already had several local freeways. They all had local names that described their route, like "the Harbor Freeway" or "the Santa Monica Freeway." Besides, certain freeways included multiple route numbers—the Hollywood Freeway was both Route 66 and 101, depending on where you were along it. Essentially, "the" is just Southern Californians' saying "I drove on highways before it was cool." Hipness is at least one bright side of dealing with all that traffic.

> **"Despite the fact that the project involved trucking 1,000 oversized wide loads down the busy 405 freeway, we are not aware of a single problem affecting the traveling public. The project team's communication and partnership were just that good!"**

From a Key Subcontractor

PARTNERING TIP

The "branding" of the partnership process, as well as branding related to the project as a whole, can help create a personal connection between the project, team members, field personnel, and the communities in which they work. On future projects, explore setting up a centralized web store where partners and stakeholders can get wearable items, such as t-shirts, ball caps, or hard hat emblems with motivational logos specific to the project.

Route 101 Calabasas Precast Panel Roadway Rehabilitation

PARTNERING LEADERSHIP

Kris Venkataraman
RE, Caltrans District 7

Michael Zirpolo
PM, Myers and Sons Construction, LLC

Bob Dorn
Facilitator, Advanced Management Systems Interactive

STATS

Project ID: *07-294704*

Caltrans: *District 7*

Contractor: *Myers and Sons Construction, LLC*

Schedule: *897 days (contract) vs. 315 days (actual)*

Budget: *$62,615,000.00 (budget) vs. $54,723,754.46 (actual)*

Safety: *Project incident rate = 0.0096 /1,000 MH (3 OSHA recordables in 312,000 MH)*

BEST PRACTICES

Partnering Charter

Kick-off Partnering Workshop

Weekly Meetings

Dispute Resolution Ladder

Quarterly Partnering Sessions

Monthly Partnering Evaluation Surveys

Small Group Meetings

PROJECT SUMMARY

This project replaced nearly 500,000 square feet of deteriorating roadway over 26 miles on a highway with average daily traffic of more than 280,000—all while incorporating a new construction methodology that uses precast reinforced-concrete slabs installed over a 4-inch-thick, rapid-set, lean concrete base. To meet a new Caltrans specification, the precast panels are pretensioned and cured off-site, transported to the project site, and installed.

SUCCESS STORIES

- New construction methods present unique challenges to project planning and execution. To address these challenges and meet the project goals, the project team undertook a rapid start to partnering, which led to the development of best practice installation methods, early vetting of potential design challenges, and effective management of the closely confined "across the barrier" work.
- The project team focused on limiting traffic flow impacts on this vital economic corridor as well as on providing best value both in terms of cost and methodology. Early in the project, the Myers Value Engineering Team identified and quantified potential issues and benefits related to reconfiguration of the designed 15-foot panel length. Close coordination between the Resident Engineer and Project Manager led to the development of a Request for Information, which ultimately resulted in CCO#8. The Project Team worked with Caltrans Design to develop and obtain approval for the Value Engineering Change Proposal, which increased the specified panel lengths from 15 to 36 feet. The increased length provided significant benefits by allowing the standardization of panel sets and adding the predesign and fabrication of pre-curved panels. Larger panels resulted in fewer panel placements in the field, which increased safety margins for Caltrans field staff, workers, and vehicular traffic; reduced impacts on traffic volumes by limiting the total number of closures by 25%; and accelerated construction, as multiple panels of the same configuration could be laid out simultaneously.
- Working within a geographically challenging 26-mile project corridor, the project team held daily meetings between field managers, subcontractors, and key craft foremen to plan the work. The team created real-time systems to communicate time constraints and changes to the project schedule, and to manage multiple lane closures with "early open" goals.

FUN FACT

Calabasas is home to the Leonis Adobe. Originally built in 1844, it is one of the oldest surviving private residences in Los Angeles County. Throughout its history, it has served as a primary residence and later reportedly a chicken dinner restaurant and retirement home. After the last person to reside in the house moved out, the Leonis Adobe fell into disrepair and became a victim to vandalism. New owners came in with initial plans to restore the adobe, but later decided to raze the adobe house and build a supermarket. The adobe was saved at the last minute when the newly formed City of Los Angeles Cultural Heritage Board designated the adobe as the city's first Historic-Cultural Monument in 1962. The Leonis Adobe is now a living history museum showcasing the California ranch style of life and is a popular location for school field trips.

18 of 26

SAFETY

18 out of 26 Projects
had zero lost time accidents.

21 of 26

BUDGET

21 out of 26 Projects
came within or under budget.
Total savings = $30.9 Million

25 of 26

SCHEDULE

25 out of 26 Projects
came in on time or early.
Total days saved = 989

26 of 26

DRL

26 out of 26 Projects
utilized a dispute resolution ladder.

24 of 26

CLAIMS

24 out of 26 projects
had no claims.

PARTNERING SAVINGS

(ALL 26 PROJECTS)

VECP SAVINGS

13 Accepted
Resulting in a savings to the state of $2.3 Million.

RETURN ON INVESTMENT

Savings of $50.61 / $1.00 spent
Total estimated savings: $32.2M
Total partnering costs: $0.6M

2020 Summary of Award Winners

Projects Under $10 Million

Gold	03-0G9904	**SR 84 CIR & RHMA,** DeSilva Gates Construction; Green Com, Inc.
	07-292304	**I-5 Off-Ramp and Bridge Widening Project,** C.A. Rasmussen, Inc.; ATI Systems
	07-305204	**SR-33 Soil Nail Wall and Rock Slope Protection Project,** C.A. Rasmussen, Inc.; ATI Systems
Silver	01-262034	**Relinquishment of Old 101,** Granite Construction Company

Projects Greater than $10 Million – Less than $25 Million

Gold	06-0S4904	**I-5 Lost Hills Rehabilitation (HMA and RHMA Overlay),** Granite Construction Company; Creative Alliance Group, LLC
	10-1C1804	**Turlock SR-99 Rehabilitation Project,** Teichert Construction; StreamLine Consulting
	11-409304	**San Diego-Coronado Bay Bridge Paint Structural Steel and Build Travelers,** Abhe & Svoboda, Inc.; Creative Alliance Group, LLC
Silver	01-262054	**Willits Bypass Mitigation Contract 01,** Hanford ARC; Advanced Management Systems Interactive
	06-394604	**Construction of HWY 269 - Heart of the Valley Bridge,** Teichert Construction; Creative Alliance Group, LLC
	07-306404	**210 Freeway TMS Connected Corridor,** Select Electric, Inc.; GreenCom, Inc.
	08-0G7704	**Install TMS Field Elements,** Dynalectric; GreenCom, Inc.
	08-0N9714	**Route 395 Widening,** Sully-Miller Contracting Company; Ventura Consulting Group
	08-1G6204	**Route 86, 10 & 111 Cold Plane, Overlay & Precast Slab Replacement,** Hazard Construction; GreenCom, Inc.
	10-3A7304	**Routes 108 & 120 Pavement Rehabilitation Project,** George Reed, Inc.; ATI Systems
	11-408704	**Route 8 Lake Murray Blvd to Johnson Ave,** Flatiron West, Inc.; Creative Alliance Group, LLC

Projects Greater than $25 Million – Less than $50 Million

Gold	03-0H26U4	**Highway 65 Widening Project - Phase 1,** Flatiron West, Inc.; Global Leadership Alliance
	06-471504	**SR99 Betty Drive Interchange Replacement,** Granite Construction Company; Ventura Consulting Group
	07-1952U4	**US 101 / SR 23 Interchange Improvement Project,** Securty Paving Company, Inc.; ATI Systems
	11-418524	**I-8 CRCP Segment 5,** Coffman Specialties, Inc.; Creative Alliance Group, LLC
Silver	04-4J3404	**Hwy 80 Capital Preventative Maintenance Project (CAPM),** O.C. Jones & Sons; Creative Alliance Group, LLC
	08-368514	**I-15 Mountain Pass AIF Project,** Granite Construction Company; Global Leadership Alliance

Projects Greater than $50 Million

Gold	06-2HT104	**CMGC SR99 Realignment,** Granite Construction Company; Ventura Consulting Group
	07-294704	**Route 101 Calabasas Precast Panel Roadway Rehabilitation,** Myers and Sons Construction, LLC; Advanced Management Systems Interactive
Silver	04-2J0704	**I-880 Median Barrier Replacement Project,** Bay Cities Paving & Grading, Inc.; Advanced Mgmt Systems Interactive
	04-235844	**Reconstruct Highway 101/Broadway Interchange,** Ghilotti Construction; OrgMetrics, LLC
	07-215934	**I-5 South/Rosecrans Project - Segment 3,** Flatiron West, Inc.; W.E. McCleish Associates

Excellence in Partnering Award Winners 2010 - 2020

District 1 North Region

01-398504 | Highway 29 CAPM Project
01-0A0704 | Highway 29 Roadway Repair
01-290304 | Alton Interchange
01-380504 | Russian River Bridge Project
01-499904 | Highway 101 Median Cable Barrier Project, Ukiah
01-480504 | Nice Roundabout
01-491214 | Lower Lake Bonded Wearing Course Project
01-423704 | Green Point Sink Project
01-262004 | Willits Bypass
01-0B8304 | ADA Infrastructure Upgrade
01-262034 | Relinquishment of Old 101
01-262054 | Willits Bypass Mitigation Contract 01

District 2 North Region

02-2C50U4 | Interstate 5 Red Bluff Rehabilitation Project
02-3E7504 | North Weed LLP
02-3E8104 | North Red Bluff Rehab
02-1E10U4 | Middle of Buckhorn Curve Realignment Project
02-2E5104 | Twin Gulches Road Realignment Project
02-3E7604 | Anderson Grade CRCP Project
02-360704 | Bella Diddy Rehabilitation
02-4E4404 | Highway 139 Perez FDR
02-3E4104 | Capstone Curve Realignment - Buckhorn Grade
02-4G8204 | South Weed Rehabilitation

District 3 North Region

03-0A3604 | Fix I-5 Boat Section
03-0C7704 | I-80 Rainbow Conc. Pvm't Rehab. Project
03-1A9504 | I-505 Concrete Slab Replacement and Rehabilitation Project
03-3864U4 | "East Nicholaus" Bypass Project
03-3A2204 | Truckee River Cayon (TRC) Rehabilitation
03-0A6314 | Donner 1 Project
03-0A6904 | Downieville Cold Foam Project
03-2F5804 | Sierraville Cold In-Place Recycling Project
03-3C8904 | Interstate 5 Rubberized Warm Mix Asphalt Placement and Rehabilitation Project
03-2F0504 | Highway 113 Grind and Groove
03-3338U4 | Highway 65 Lincoln Bypass
03-0F2304 | Fix- 50 Project
03-333824 | I-5 Pavement Rehabilitation
03-333824 | Highway 65 Lincoln Bypass Phase 2
03-0A5804 | Highway 20/70 Marysville CRCP Project
03-1A8444 | Meeks Bay Project
03-3E6204 | Butte Creek bridge Replacement Project
03-406604 | Riego Rd. & Hwy 99 Interchange Project
03-0G9404 | Pioneer Bridge ELB
03-3797U4 | 80 Across the Top Project
03-4F0604 | Interstate Route 5 HMA Overlay
03-0G9904 | SR 84 CIR & RHMA
03-0H26U4 | Highway 65 Widening Project - Phase 1

District 4

04-2261V4 | Route 101/580 Connector
04-0T2404 | Hwy. 80 - Solano & Napa Counties
04-245414 | Hwy. 101 HOV Widening - Sonoma
04-0A5314 | I-80 Construct HOV Lane
04-249044 | I-238 Widening & Rehab
04-0120L4 | Oakland Touchdown Project
04-0A10U4 | Highway 101 HOV Widening, Windsor to Santa Rosa
04-0C9014 | Highway 101, San Jose
04-0T10U4 | Highway 12-Solano County-Roadway Rehabilitation, Widening and Profile Correction
04-2409U4 | Sunset County in Fairfield and Vallejo From American Canyon Road Overcrossing to Green Valley Creek Bridge
04-3A3004 | Road Resurfacing and Approach Slab Replacement
04-290834 | EB I-580 HOV Lane, Segment 2
04-016014 | SR-92 /I-880 Interchange Reconstruction Project
04-0A18U4 | Widen Highway 101 & Bridges – Add HOV Lane Project
04-0A8404 | Highway 4 Discovery Bay Project
04-129654 | Wilfred Avenue Interchange Project, Sonoma County
04-226144 | Highway 101 "GAP Closure" - Phase 4 Puerto Suello Hill Project
04-263724 | Highway 80 Eastbound HOV Lane Addition Project, Hercules
04-0C7404 | Highway 101 Paving from Golden Gate Bridge to Corte Madera Creek
04-1G5604 | 880 Median Upgrade
04-2640L4 | North Novato Overhead Project
04-264904 | Highway 17 Wet Pavement Correction
04-4A0104 | I-80 Dixon
04-4A6304 | ADA Curb Ramps
04-2G5014 | Upgrade Existing Transition Railings
04-4A3304 | State Highway 101 Widening Palo Alto to Mountain View
04-2640K4 | Highway 101 / Route 116 Lakeville Interchange
04-1J6304 | Hwy 101 South San Jose to Morgan Hill
04-2640U4 | Highway 101/Petaluma River Bridge
04-0A5344 | I-80/I-680/SR-12 Green Valley Road O.C. Project
04-013574 | San Francisco Oakland Bay Bridge East Span Marine Foundation Removal Project – Phase 2
04-4J3404 | Hwy 80 Capital Preventative Maintenance Project
04-2J0704 | I-880 Median Barrier Replacement Project
04-235844 | Reconstruct Highway 101/ Broadway Interchange

District 5 Central Region

05-330724 | Whitley 1
05-0G0704 | Goleta Drainage Update
05-315804 | Route 101/San Juan Road Interchange
05-1H7804 | Mud Creek Landslide
05-1F69U4 | Soledad Rehabilitation
05-1J1304 | SPfeiffer Canyon Bridge Replacement

District 6 Central Region

06-307004 | Mooney Boulevard 6-Lane Project
06-416104 | SR 145 - Cottonwood
06-442614 | North Fresno Six Lane Project
06-0G9004 | Highway 41 Passing Lanes
06-0P1804 | I-5 Kettleman City Pavement Rehabilitation
06-0P2904 | Delano Roundabout
06-457114 | Freeman Gulch Four-Lane Rehabilitation
06-0S4904 | I-5 Lost Hills Rehabilitation (HMA and RHMA Overlay)
06-394604 | Construction of HWY 269 - Heart of the Valley Bridge
06-471504 | SR99 Betty Drive Interchange Replacement
06-2HT104 | CMGC SR99 Realignment

District 7

07-166824 | I-10 Construct HOV Lane
07-4J1804 | Rte 2 Construct Bridge
07-1294V4 | Route 60 HOV Widening
07-183114 | Route 710 Improvements (Route 405 to Firestone Blvd.)
07-259904 | Route 710 Reconstruction from105 Separation to Firestone Boulevard
07-2395U4 | Route 110 Median Barrier
07-1786A4 | Modify Western Avenue On and Off Ramp Project
07-188504 | Route 134 Burbank Project
07-253304 | Route 60 Pavement Rehabilitation Project
07-166814 | San Bernardino Freeway (I-10) Restoration Project
07-253504 | Route I-5 Median Shoulder Improvements From Rte. 605 to Washington Blvd.
07-274404 | LA 10 & 110 High Occupancy Toll Lanes (Metro Express Lanes)
07-3X6704 | Route 47, Vincent Thomas Bridge Repair Project
07-2411U4 | Route 110 Auxiliary Lane Project
07-286904 | Route 60 Pavement Rehabilitation Project
07-278304 | Route 405, Temple Avenue Bridge OC Rehabilitation
07-260604 | John S. Gibson Blvd/I-110 Freeway Access Ramp Improvements and SR-47/I-110 NB Connector Widening
07-264804 | Interstate 110/C Street Interchange
07-288014 | I-210 Pavement and Median Barrier Replacement
07-245404 | I-10 / I-605 Interchange Connector
07-2159C4 | I-5 South Widening – Carmenita Segment
07-292304 | I-5 Off-Ramp and Bridge Widening Project
07-305204 | SR-33 Soil Nail Wall and Rock Slope Protection Project
07-306404 | 210 Freeway TMS Connected Corridor
07-1952U4 | US 101 / SR 23 Interchange Improvement Project
07-215934 | I-5 South/Rosecrans Project - Segment 3
07-294704 | Route 101 Calabasas Precast Panel Roadway Rehabilitation

District 8

08-0C0404 | I-15 Median Grading
08-0L2904 | Route 38 Asphalt Rubber Seal Coat
08-4393U4 | I-15 Mountain Pass
08-486304 | I-40 Pavement Rehab
08-007174 | Interstate 215 Widening through San Bernadino
08-0E8504 | SR-58 Safety Improvement Project
08-227004 | Big Bear Bridge Project
08-489304 | Interstate 40 Correct Roadway Heaving Project, Needles
08-0K2404 | I-40 Pavement rehabilitation
08-4440U4 | I-215 Segment 5 & 11
08-497504 | I-10 Aux Lanes Project/ I-10 Etiwanda Ave Project
08-0K2504 | I-40 Rehabilitation Near Barstow
08-0K2804 | 1-40 Rehabilitation at Kelbaker Road Project
08-0M94U4 | Interstate 215 Bi-County HOV Gap Closure Project
08-0K7014 | I-15/I-215 Interchange Project (Devore)
08-0G9004 | Highway 247 Shoulder Widening
08-0Q7904 | New Bridge at Hoffs Wash Near Essex
08-0N56U4 | New Bridges Near Essex
08-1C0914 | Route 60 Rehabilitation
08-043514 | State Route 58 (SR-58) Hinkley Expressway Project
08-0K2924 | Replace Existing Concrete Lanes
08-0R1204 | I-40 Regrade Median Cross Slope
08-3401U4 | Route 138 (West)
08-0G7704 | Install TMS Field Elements
08-0N9714 | Route 395 Widenings
08-1G6204 | Route 86, 10 & 111 Cold Plane, Overlay & Precast Slab Replacement
08-368514 | I-15 Mountain Pass AIF Project

District 10 Central Region

10-300164 | Rte 205 Widening
10-362504 | Rte 4 Constr. Hwy & Bridges
10-279804 | Wolfsen Rehabilitation Project
10-0A8404 | Highway 12 Lodi Project
10-0M8004 | Golden State Highway 99 Rehabilitation
10-415704 | Arboleda Freeway ProjecT
10-0J92U4 | Route 12 Bridge Rehabilitation Project
10-481004 | East Merced Overhead Project
10-0L9704 | James E. Roberts Memorial Bridge Rehabilitation
10-0Y7404 | Highway 140 Overlay Project
10-1C1804 | Turlock SR-99 Rehabilitation Project
10-3A7304 | Routes 108 & 120 Pavement Rehabilitation Project

District 11

11-277604 | Glamis 78 Improvements
11-080944 | I-15 Managed Lanes, Unit 5
11-231504 | Rte 76 Improvements
11-2T0004 | SR 52-67 Interchange
11-2T0914 | I-15 Managed Lanes - Unit 1 South
11-2T0814 | Interstate 15 Managed Lanes, Unit 1 North Project
11-2T0824 | Interstate 15 Managed Lanes, Unit 2 North Project
11-2T0924 | Interstate 15 Managed Lanes, Unit 2 South Project
11-259804 | Nordahl Road Bridge
11-238604 | Bridge Approach Slab Replacement
11-257144 | 15/76 Separation
11-264114 | Laurel Street Bridge Project
11-238404 | Route 7 Pavement Rehab
11-080234 | Route 98 Widening and Traffic Signals
11-406704 | I-5 Pavement Rehabilitation
11-413604 | Interstate 8 CRCP
11-413704 | Interstate 8 CRCP
11-080234 | Route 98 Widening and Traffic Signals
11-2N0224 | SR-78 Pavement Rehabilitation
11-2T2004 | I-805 North HOV/ BRT Design-Build
11-257154 | State Route 76 East Segment
11-408704 | Route 8 Lake Murray Blvd to Johnson Ave
11-409304 | San Diego-Coronado Bay Bridge Paint Structural Steel and Build Travelers
11-418524 | I-8 CRCP Segment 5

District 12

12-043214 | Upper Highway 74 Widening
12-056214 | Imperial Grade Separation Project
12-0G0404 | Eastbound 91 Lane Addition
12-101674 | I-5 Gateway Project
12-0C5604 | SR-91 (SR-55/Tustin Ave Interchange) Bypass Lane Project (Bridge No. 55-1016)
12-0Q1104 | Grind and Groove Concrete Pavement on Route 57

20th Annual California Department of Transportation Excellence in Partnering

Success in Motion Awards

Partnering
Our way of doing business

Success in Motion Awards

Success in Motion Awards

North Region / Districts 1, 2, 3

- Gold 01-262044 | **Sherwood Road Geometric Upgrades;** Granite Construction Company
- Gold 02-4C40V4 | **Redding to Anderson Six-Lane (I-5 RASL);** J.F. Shea Construction, Inc.
- Gold 02-4F7804 | **Pave Chain On/Off Areas (17 Locations);** Tullis, Inc.
- Silver 02-4F8604 | **Ditch Gulch Curve Improvement;** Steelhead Constructors, Inc.
- Gold 02-4G5504 | **Southbound Dunsmuir Grade;** J.F. Shea Construction, Inc.
- Silver 03-0F2804 | **Consumnes River Bridge Replacement;** Granite Construction Company
- Gold 03-1E0604 | **Simmerly Slough Bridge Replacement;** M.C.M. Construction Inc.
- Gold 03-2F5904 | **Smartsville Roadway Realignment;** FCI West Inc.
- Gold 03-3C3804 | **Wye to Trout Creek;** Security Paving Company, Inc.

District 4

- Gold 04-151484 | **I-880 & SR-84 Ramp Improvements;** Ghilotti Construction Company
- Silver 04-1G4304 | **Conn Creek Bridge Replacement;** Ghilotti Construction Company
- Gold 04-4G0564 | **I-680 NB Rehab and Add Express Lanes;** Bay Cities Paving and Grading Inc.
- Gold 04-4G1134 | **I-680 Ramp Metering Project;** Bay Cities Paving and Grading Inc.
- Gold 04-4G8804 | **Crandall Creek Bridge Seismic Retrofit;** Disney Construction, Inc.
- Gold 04-4H5804 | **I-880 Pavement Rehabilitation;** O.C. Jones and Sons, Inc.
- Silver 04-4K1104 | **19TH Ave./Park Presidio Blvd. Rehab Roadway;** Ghilotti Bros. Inc.

Central Region / Districts 5, 6, 10

- Gold 06-0Q2804 | **99 Bakersfield Rehab;** Brosamer and Wall Inc.
- Gold 06-0S3404 | **Route 198 Pavement Rehab Project;** Lee's Paving Inc.
- Bronze 06-0T20U4 | **CRCP Route 99;** Griffith Company

District 7

07-1170U4 | **I-10 West Covina HOV lanes & Bridge Widening Proj;**
AMES Construction

07-202124 | **Route 710 South Slauson Pavement Rehab;**
Flatiron West, Inc.

07-215944 | **I-5 South Widening Project - Segment 4;**
Security Paving

07-2159U4 | **I-5 South Widening Project - Segment 2;**
Security Paving

07-252624 | **I-5 Pavement Rehab - City of Santa Clarita;**
Guy F Atkinson

07-2881U4 | **Route 210 Rehab - Dunsmore UC to N. Robles OC;**
Flatiron West, Inc.

07-293704 | **Route 405/Route 110 Freeway & UC Widening;**
OHL USA

07-340604 | **ITS Detection Repair Project;**
PTM General Engineering Services

Districts 8

08-0J0704 | **SBd-215 Barton Rd Interchange Improvements;**
Meyers-Rados JV

08-0Q7504 | **60 SWARM - SR-60 Pavement Rehabilitation Project;**
J. Mcloughlin Engineering

08-0R1604 | **I-40 Regrade Median Slopes;**
Fisher Sand and Gravel

08-347704 | **SBd 58 , Kramer Junction-Construct Expressway;**
Kiewit Infrastructure West Co

08-3555V4 | **I-15 Freeway Widening improvements;**
AMES Construction, Inc.

District 11

11-085784 | **SR-163/Friars Road Improvements;**
Flatiron West, Inc.

11-2888U4 | **State Route 905 Otay Mesa Project;**
Skanska, Inc.

11-2E1504 | **NCC Corridor Segment 8 – San Elijo Lagoon Restoration Project;**
FSSW

11-2N0144 | **PCC Slab Replacement, Cold Plane/RHMA Overlay, Striping and TMS;**
Hazard Construction, Inc.

11-2T2174 | **North Coast Project;**
FSSW

11-2T2184 | **I-5 North Coast Corridor Project;**
FSSW

11-418514 | **11-41514 Segment 4(b) Project;**
Security Paving Company, Inc.

11-419504 | **SR-52 Slab Replacement Project;**
Hazard Construction, Inc.

11-430184 | **Route 805 over Sweetwater Bridge Proj;**
Flatiron West, Inc.

District 12

12-0C8904 | **I-5 Improvements and Addition of NB and SB HOV Lanes;**
Chris Jobran, OHL USA

Information on the Caltrans Partnering Program

Contact HQ Partnering Coordinator Devin Porr
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