20th Annual Caltrans Excellence in Partnering Awards Ceremony
Relinquishment of Old 101

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.

STATS

Project ID: 01-262034
Contractor: Granite Construction Company
Schedule: 155 days (contract) vs. 154 days (actual)
Budget: $4,029,800.00 (original budget) vs. $6,210,444.41 (actual)
Safety: Zero OSHA recordable incidents

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.
SR 84 CIR & RHMA

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.

STATS

- **Project ID**: 03-0G9904
- **Contractor**: DeSilva Gates Construction
- **Schedule**: 45 days (contract) vs. 45 days (actual)
- **Budget**: $5,809,000.00 (original budget) vs. $4,968,675.00 (actual)
- **Safety**: Zero OSHA recordable incidents

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.
I-5 Off-Ramp and Bridge Widening Project

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.

STATS

- **Project ID**: 07-292304
- **Contractor**: C.A. Rasmussen, Inc.
- **Schedule**: 120 days (contract) vs. 115 days (actual)
- **Budget**: $3,115,400.00 (original budget) vs. $2,812,454.58 (actual)
- **Safety**: Zero incidents

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.
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.

STATS

- **Project ID**: 07-305204
- **Contractor**: C.A. Rasmussen, Inc.
- **Schedule**: 434 days (contract) vs. 434 days (actual)
- **Budget**: $6,048,200.00 (original budget) vs. $9,033,734.00 (actual)
- **Safety**: Zero OSHA recordable incidents

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.
Willits Bypass Mitigation Contract 01

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.

STATS
Project ID..... 01-262054
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)

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.
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.

STATS

Project ID: 06-054904
Contractor: Granite Construction Company
Schedule: 140 days (contract) vs. 100 days (actual)
Budget: $20,387,500.00 (original budget) vs. $18,232,852.66 (actual)
Safety: Zero lost time incidents

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).
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.

STATS

Project ID: 06-394604
Contractor: Teichert Construction
Schedule: 245 days (contract) vs. 205 days (actual)
Budget: $18,091,300.00 (original budget) vs. $15,242,672.70 (actual)
Safety: Zero recordable incidents

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.
210 Freeway
TMS Connected Corridor

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.

STATS

| Project ID | 07-306404 |
| Contractor | Select Electric, Inc. |
| Schedule   | 560 days (contract) vs. 548 days (actual) |
| Budget     | $13,529,400.00 (original budget) vs. $13,484,506.51 (actual) |
| Safety     | Zero Recordable Incidents |

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

STATS

<table>
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<tr>
<th>Project ID</th>
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<tr>
<td>Contractor</td>
<td>Dynaelectric</td>
</tr>
<tr>
<td>Schedule</td>
<td>380 days (contract) vs. 380 days (actual)</td>
</tr>
<tr>
<td>Budget</td>
<td>$17,196,900.00 (original budget) vs. $15,366,166.53 (actual)</td>
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<tr>
<td>Safety</td>
<td>Zero lost time incidents</td>
</tr>
</tbody>
</table>

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

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.

STATS
Project ID: 08-1G6204
Contractor: Hazard Construction
Schedule: 150 days (contract) vs. 154 days (actual)
Budget: $14,871,000.00 (original budget) vs. $12,954,769.86 (actual)
Safety: Zero OSHA recordable incidents

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.
PROJECT SUMMARY

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STATS

<table>
<thead>
<tr>
<th>Project ID</th>
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<tbody>
<tr>
<td>Contractor</td>
<td>Hazard Construction</td>
</tr>
<tr>
<td>Schedule</td>
<td>150 days (contract) vs. 154 days (actual)</td>
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<tr>
<td>Budget</td>
<td>$14,871,000.00 (original budget) vs. $12,954,769.86 (actual)</td>
</tr>
<tr>
<td>Safety</td>
<td>Zero OSHA recordable incidents</td>
</tr>
</tbody>
</table>

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.
Turlock SR-99 Rehabilitation Project

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.

STATS

Project ID ..... 10-1C1804
Contractor ..... Teichert Construction
Schedule ....... 210 days (contract) vs. 210 days (actual)
Budget .......... $12,092,900.00 (original budget) vs. $11,849,983.00 (actual)
Safety .......... Zero OSHA Recordables

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.
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.

STATS

Project ID..... 10-3A7304
Contractor..... George Reed, Inc.
Schedule ...... 142 days (contract) vs. 135 days (actual)
Budget......... $23,313,700.00 (original budget) vs. $21,931,156.15 (actual)
Safety......... Zero OSHA Recordables

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.
Route 8 Lake Murray Blvd to Johnson Ave

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.

STATS

Project ID..... 11-408704
Contractor..... Flatiron West, Inc.
Schedule ....... 254 days (contract) vs. 254 days (actual)
Budget ......... $17,905,900.00 (original budget) vs. $17,919,041.00 (actual)
Safety ......... Project Incident Rate = 0.024 / 1,000 MH (1 OSHA Recordable in 42,144 MH)

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.
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.

STATS

<table>
<thead>
<tr>
<th>Project ID</th>
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<tbody>
<tr>
<td>Contractor</td>
<td>Abhe &amp; Svoboda, Inc.</td>
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<tr>
<td>Schedule</td>
<td>874 days (contract) vs. 874 days (actual)</td>
</tr>
<tr>
<td>Budget</td>
<td>$20,613,100.00 (original budget) vs. $20,359,969.14 (actual)</td>
</tr>
<tr>
<td>Safety</td>
<td>Zero recordable or lost time incidents</td>
</tr>
</tbody>
</table>

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.
Highway 65 Widening Project - Phase 1

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.

STATS

- **Project ID**: 03-0H26U4
- **Contractor**: Flatiron West, Inc.
- **Schedule**: 210 days (contract) vs. 210 days (actual)
- **Budget**: $37,480,600.00 (original budget) vs. $36,406,453.53 (actual)
- **Safety**: Zero OSHA recordable incidents

**Partnering Tip**: This project improved communication and minimized potential conflicts by involving the subcontractors in weekly meetings.
Hwy 80 Capital Preventative Maintenance Project

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.

STATS

Project ID...... 04-4J3404
Contractor...... O.C. Jones & Sons
Schedule ...... 210 days (contract) vs. 210 days (actual)
Budget......... $37,155,100.00 (original budget) vs. $33,102,938.99 (actual)
Safety.......... Zero OSHA recordable incidents

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.
SR99 Betty Drive Interchange Replacement

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.

STATS

- **Project ID**: 06-471504
- **Contractor**: Granite Construction Company
- **Schedule**: 390 days (contract) vs. 329 days (actual)
- **Budget**: $36,488,000.00 (original budget) vs. $31,035,683.10 (actual)
- **Safety**: Project incident rate = 0.011 / 1,000 MH (1 OSHA recordable in 87,179 MH)

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.
US 101 / SR 23 Interchange Improvement Project

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 off-ramp, and realigned Hampshire Road northbound on-ramps and off-ramps.

STATS

- **Project ID**: 07-1952U4
- **Contractor**: Security Paving Company, Inc.
- **Schedule**: 932 days (contract) vs. 932 days (actual)
- **Budget**: $27,282,000.00 (original budget) vs. $31,582,793.30 (actual)
- **Safety**: Project incident rate = 0.021 / 1,000 MH (2 OSHA recordables in 96,628 MH)

**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.
**I-15 Mountain Pass AIF Project**

**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.

**STATS**

- **Project ID**..... 08-368514
- **Contractor**..... Granite Construction Company
- **Schedule** ...... 472 days (contract) vs. 472 days (actual)
- **Budget**......... $37,800,000.00 (original budget) vs. $37,505,981.55 (actual)
- **Safety**.......... Zero lost time incidents

**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.
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.

STATS

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<tbody>
<tr>
<td>Contractor</td>
<td>Coffman Specialties, Inc.</td>
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<td>Schedule</td>
<td>535 days (contract) vs. 535 days (actual)</td>
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<tr>
<td>Budget</td>
<td>$45,063,400.00 (original budget) vs. $40,656,519.96 (actual)</td>
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<tr>
<td>Safety</td>
<td>Zero Recordable Injuries</td>
</tr>
</tbody>
</table>

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-880 Median Barrier Replacement Project

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 I-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.

STATS

Project ID..... 04-2J0704
Contractor..... Bay Cities Paving & Grading, Inc.
Schedule ....... 673 days (contract) vs. 673 days (actual)
Budget........... $60,514,500.00 (original budget) vs. $56,461,430.63 (actual)
Safety............ Project Incident Rate = 0.066 / 1,000 MH (3 OSHA Recordables in 45,783 MH)

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.
Reconstruct Highway 101/ Broadway Interchange

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.

STATS
- **Project ID**: 04-235844
- **Contractor**: Ghilotti Construction
- **Schedule**: 866 days (contract) vs. 866 days (actual)
- **Budget**: $51,224,000.00 (original budget) vs. $50,680,440.25 (actual)
- **Safety**: Zero OSHA recordables. One incident but zero lost man hours

**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.
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.

STATS

Project ID......06-2HT104
Contractor......Granite Construction Company
Schedule ........539 days (contract) vs. 539 days (actual)
Budget ..........$139,200,000.00 (original budget) vs. $134,950,000.00 (actual)
Safety ..........Project Incident Rate = 0.005 / 1,000 MH (3 OSHA Recordables in 548,508 MH)

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.
I-5 South/Rosecrans
Project - Segment 3

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.

STATS

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<th>Project ID</th>
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<tbody>
<tr>
<td>Contractor</td>
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<td>Schedule</td>
<td>1,665 days (contract) vs. 1,422 days (actual)</td>
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<tr>
<td>Budget</td>
<td>$89,477,000.00 (original budget) vs. $94,634,906.09 (actual)</td>
</tr>
<tr>
<td>Safety</td>
<td>Project incident rate = 0.012 / 1,000 MH (5 OSHA recordables in 394,658 MH)</td>
</tr>
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</table>

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.
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.

STATS

- **Project ID**: 07-294704
- **Contractor**: Myers and Sons Construction, LLC
- **Schedule**: 897 days (contract) vs. 315 days (actual)
- **Budget**: $62,615,000.00 (original budget) vs. $54,723,754.46 (actual)
- **Safety**: Project incident rate = 0.0096 /1,000 MH (3 OSHA recordables in 312,000 MH)

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.