21st Annual Caltrans Excellence in Partnering Awards Ceremony
Welcome................................................................................................................. Ramon Hopkins
Division Chief
California Department of Transportation

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

Constructing Pride through Partnering............................................................ Ramon Hopkins
Division Chief
California Department of Transportation

Awards Presentation......................................................................................... Ramon Hopkins
Division Chief
California Department of Transportation
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Projects Less than $10 Million
The partnering goal of working cooperatively with the Contractor was achieved by making commitments, goals and resolutions, and striving to keep those goals. Everyone became a stakeholder in the project when it came to their own responsibilities.

PARTNERING TIP

Invite the Partnering Facilitator to participate in meetings with the Contractor on a monthly basis during the length of the project.
Torrey Meadows Bridge OC

PROJECT SUMMARY
This project constructed a new, two-lane bridge along State Route 56, approximately 2 miles west of Black Mountain Road. The bridge now connects south Torrey Meadows Drive to north Torrey Meadows Drive.

SUCCESS STORIES
- The project team decided to implement facilitated partnering, even though it was not a contract requirement. The Global Leadership Alliance facilitator participated once a month during the weekly WebEx meeting with the Flatiron Construction.
- Flatiron invited the Subcontractor, Diversifed Landscape and Fence Corp to the partnering meetings. In turn, the Subcontractor invited its trade foremen to the meetings and everyone engaged in the goal-setting process. Every team member became a stakeholder in the project’s success and committed to achieving its goals.
- The project team took COVID-19 safety seriously, so everyone agreed to use face coverings before they were mandated by local and state authorities.
- In a partnering session, the team discussed the fact that the number of vehicles on the road had been dramatically reduced due to the pandemic. Capitalizing on this opportunity, they decided to increase the lane closure windows and accelerate the construction schedule, ultimately delivering the project over a month early.

FUN FACT
The U.S Open returns to Torrey Pines Golf course this year after hosting it in 2008 when Tiger Woods took home the grand prize. The course is, of course, named after the Torrey pine, a remnant of a prehistoric mountain range now submerged in the Pacific. It is illegal to cut one down. The pine trees can only be transplanted. The golf course site was formerly an army artillery training camp, becoming a “city” of 15,000 residents during the WWII years. Then, in 1951, the buildings were razed and the camp site became the Torrey Pines Race Course, a twisting, turning 2.7 mile circuit on which both sports cars and grand-prix racers competed. In 1955, the raceway was converted into 36 golf holes. Its last race was conducted in January 1956, an endurance contest of 6 hours, about the same amount of time needed for a weekend round at Torrey Pines these days. Some guy named Woods won the race. Pearce Woods, not Tiger.
Our resolution procedure, shown in the dispute resolution ladder drafted in the Partnering Charter, worked very well, as we were able to resolve almost every issue at the lowest level.

**PARTNERING TIP**

Weekly meetings always began with a recap of what was happening in everyone’s personal lives, including vacations, hobbies, and family fun. Laughter and sharing got the project team in a good mood, which helped them work through project issues in a positive manner.
I-8 Morena Blvd Widening

PROJECT SUMMARY
The project added a lane to westbound Interstate 8 (I-8) just west of the Taylor Street Overcrossing and restriped the interchange, providing two through lanes to northbound Interstate 5 (I-5). Primarily executed on the north side of I-8, the work included a geosynthetic-reinforced earth (GRE) wall, multiple cast-in-drilled-hole (CIDH) overhead sign structures, a concrete barrier, hot mix asphalt (HMA) paving, precast concrete (PCC) paving, and environmental constraints for the riverbed. Smooth coordination with the California Department of Fish and Wildlife, the City of San Diego, the Presidio Little League, various functional units within Caltrans, and several subcontractors was critical.

SUCCESS STORIES
- Teamwork and collaboration were the focus in all phases of this project, initially demonstrated by discussions on improving the drainage design through a Value Engineering Cost Proposal (VECP) that would limit disturbance of lead-contaminated soil and decrease the silting problem caused by an open channel. In a discussion of the situation with Caltrans design staff, Hazard Construction proposed immediately replacing the open channel with a concrete pipe buried in the slope so that a more robust proposal could be submitted to limit revisions. The VECP ultimately saved over $85,000 and reduced the hazardous soil generated by approximately 30%. Ease of maintenance was another benefit of the improved design.

- A portion of the GRE wall contained a CIDH foundation, which required a special detail for construction. A dispute ensued over who should be providing this detail in the working drawings. This occurred early in the development of the GRE drawings by the Contractor’s supplier, so a Notice of Potential Claim (NOPC) was submitted to reserve the Contractor’s right to claim if the issue was not resolved. As the drawings were developed, further discussions took place between the supplier and the Contractor, and Caltrans shared its experience in using similar details on prior projects. As a result, the supplier was able to develop the required detail at no cost, and the project moved forward with no cost or schedule impacts.

FUN FACT
Interstate 8 begins its 350-mile stretch through California and Arizona in Old Town San Diego, the oldest settled area in San Diego and the site of the first European settlement in what is now California, beginning with the Spanish in 1769. In the 1820s, the town of San Diego grew up on this site. This area remained the heart of the city until the 1860s when a newcomer to San Diego named Alonzo Horton began to promote development at the site of present-day Downtown San Diego. Residents and businesses quickly abandoned “Old Town” for Horton’s “New Town” because of New Town’s proximity to shipping. In 1871, government records were moved from Old Town to a new county courthouse in New Town, and downtown permanently eclipsed Old Town as the focal point of San Diego.
21st Annual California Department of Transportation Excellence in Partnering

Projects Greater than $10 Million – Less than $50 Million
From contract approval to completion, this project used the tools learned through professional facilitation to overcome potentially devastating setbacks.

PARTNERING TIP

Key stakeholders outside of the day-to-day contract operations should be updated on a monthly basis by executive management. The stakeholders on this project were UPRR, the U.S. Forest Service, as well as regulatory agencies such as the Water Board.
Sidehill Viaduct Bridge Replacement / Dog Creek Bridge Retrofit

PROJECT SUMMARY

The new Sidehill Viaduct bridge replaces the original bridge, which serviced southbound Interstate 5 (I-5) traffic on a declining grade that approaches Lake Shasta from the north. Located directly over a Union Pacific Railroad (UPRR) tunnel, most of the footprint of the new structure is located within the UPRR right-of-way. The Dog Creek Bridge site is also situated in steep terrain. Retrofit work occurred at the right bridge (arch structure), and the site was accessed from abandoned roads immediately adjacent to the confluence of Dog Creek and the Sacramento River.

SUCCESS STORIES

• A major challenge during construction was the fact that the arches deflected laterally 1.5 inches at the mid span of the arch after release of the temporary falsework support. The lateral deflection was not anticipated, so the project was temporarily halted while Caltrans evaluated the deflection and developed a retrofit strategy to address it. The design retrofit changes for the structure included carbon fiber reinforcement of the support members and development of lightweight concrete for the bridge superstructure. With the cooperation of Golden State Bridge and UPRR, the additional work was completed and the remaining planned work was executed.

• Golden State Bridge requested a modification to the "NO SPLICE ALLOWED" zone to allow for a modified sequence of construction, which included the placement of concrete at arch footings prior to the erection of falsework. The original construction sequence included the excavation of Arch Footings 2 and 6, followed by the construction of arch falsework and ending with the placement of concrete at those footings. Without the requested modification, arch footing excavations would have been completed to the bottom of the footings and the concrete would have been placed only after construction of the arch falsework. The result would have been a significant accumulation of rock and debris that would be difficult to remove with falsework in place. While the modification resulted in only modest cost savings for the Golden State Bridge and Caltrans, it significantly increased the quality of the finished product and drastically reduced the risk of exposure during inclement weather.

FUN FACT

The Harlan D. Miller Memorial Bridge, also known as Dog Creek Bridge, was completed in 1927 across Dog Creek at its junction with the Sacramento River. The bridge is named for Harlan D. Miller, one-time chief of the California Bridge Department. Miller had a great influence on California bridge designs and was involved with this bridge, which is viewed as the work of a master. The bridge cost $114,985 at a time when structures were designed for beauty as well as for utility. With that in mind, it was constructed with decorative inlaid blue tiles and benches for weary travelers. The bridge was closed to traffic in 1974 and plans were afoot to demolish it. But thanks to the efforts of concerned residents, it was saved and is now designated a California Historical Landmark. It is public property under the protection of the Forest Service.
The team had efficient, proactive, open and trusting communication with no egos or attitudes that caused poor communication. All team members maintained the utmost respect for each other.

PARTNERING TIP

The project team volunteered to use Definable Feature of Work (DFOW) on this project. The fundamental concept of DFOW is to focus all stakeholders’ attention on planning the project work correctly the first time. This proactive approach significantly reduced time and effort spent during all project phases and dramatically decreased the number of issues that occurred.
Smartsville Roadway Realignment

PROJECT SUMMARY

The Smartsville Roadway Realignment is a 2.1 mile segment of State Route 20 (SR-20) in Yuba County near the town of Smartsville in California’s gold country. Approximately one mile of it is new roadway alignment, constructed by utilizing large cuts and fills and a 305-foot structure to upgrade the roadway to current geometric standards. Controlled blasting was heavily used throughout the site during earthwork operations and 130,000 cubic yards were excavated on the project.

SUCCESS STORIES

- Flatiron identified unknown hard rock quantities in the excavation locations early in the project and quickly reviewed the situation with Caltrans. Together, the project team found a solution to move the project forward.

- Construction of the 305-foot structure was challenging, as the contract required placement of precast girders on a super-elevated bridge within a horizontal curve. The design of the bridge structure called for precast girders approximately 150 feet long, and thus erecting the bridge at this particular site required extreme engineering and ingenuity. The terrain was definitely not ideal, but the great communication between Caltrans and Flatiron made it possible to complete construction without incidents or delays.

- Also early in the project, Caltrans discovered a large earthwork error that needed to be corrected. The Caltrans design team, North Region construction staff, and Flatiron staff collaborated extensively on a 397-page change order that modified significant portions of the roadway. During this process, Caltrans and Flatiron met daily and communicated regularly to ensure the changes could be made with no project delays or increases in costs. Moreover, Flatiron adjusted its construction sequencing to accommodate the changes, and as a result, impacts to the project schedule and cost were minimal.

- To address and alleviate potential travel impacts on the public, the project team worked together on a Value Engineering Cost Proposal. Flatiron collaborated with Caltrans on a design for the new highway alignment that would create a more efficient construction process and thereby reduce impacts on the traveling public.

FUN FACT

There are no signs pointing to Timbuctoo. The only historic marker for this ghost town, which was founded in 1855, is 5 miles down the road. At one time this was the most populated town in eastern Yuba County. The lure of gold led to its popularity, and like most gold rush settlements, the town included saloons, a Wells Fargo, a theater, and even a church. Located along the banks of the Yuba River, the name Timbuctoo is believed to have come from an African-American miner who claimed to be from Timbuktu, Mali. Flooding from waste called “slickens” deposited in the river from hydraulic mining led to one of the nation’s first environmental laws. In 1884, a federal judge ordered an end to hydraulic mining. The mines at Timbuctoo were mostly obsolete by this time and the post office had already been closed.
We don’t partner because we must. It’s not about checking off boxes. Even if there was no word for it, we would still be partnering. It’s the way both parties do business.

PARTNERING TIP

As part of the training package, provide more in-depth examples of projects that were successful due to a partnering approach and examples of projects that were not successful due to the lack of a partnering approach. Providing a model of what to do and what not to do goes much further to communicate the attitude that is necessary to arrive at a successful and enjoyable project.
Highway 70 Widening Segment 1

PROJECT SUMMARY

This project is the first of five in a plan to widen Highway 70 from Oroville to Marysville to a five-lane facility—two lanes per direction with a continuous 14-foot, two-way left-turn lane. The new roadway will provide a 12-foot Clear Recovery Zone, passing opportunities, and new truck acceleration and deceleration for agriculture-related businesses; will increase the paved shoulder width to 14 feet at school bus stops for safe loading and unloading of school children; and will flatten vertical curves to improve sight distance.

SUCCESS STORIES

• During the Partnering Kickoff Session, the Caltrans and Teichert Construction project team collaboratively identified opportunities to improve project safety and reduce traffic handling and worked together to develop new staging ideas. One example was changing the original staging design of two 11-foot temporary lanes to two 12-foot temporary lanes while maintaining the existing centerline striping and rumble strip, thereby increasing public safety and the safety of the team working on-site. This opportunity decreased the overall cost of the original stage work.

• The nearly 100,000 cubic yards of roadway excavation and import borrow was to be placed and excavated in about 20 working days to ensure the project stayed on schedule. This required extensive quality assurance (QA) compaction testing. Teichert on-grade personnel and Caltrans testing staff communicated effectively to ensure both quality control (QC) and QA testing were performed in a timely fashion, given the tight window of work in the schedule.

• When the new roadway was excavated, unsuitable subgrade was discovered. The inspector and foreman initially could not agree on the size of the area to be removed. Moving up to the next rung of the issue resolution ladder, the Resident Engineer and Project Manager discussed the situation and decided to expand the area to be removed, as the cost to Caltrans was negligible compared to the cost of removing and replacing finished roadway if the section failed due to unsuitable subgrade. The issue was resolved at level 2 and no further escalation was necessary.

FUN FACT

The highest reservoir bridge in North America, the 1965 Bidwell Bar suspension bridge, crosses the Middle Fork of the Feather River at Lake Oroville. At the time of its completion, it was the third highest bridge in the world after the Royal Gorge suspension and Glen Canyon Dam arch bridges, standing 627 feet above the river below. With the creation of America’s deepest man-made lake after construction of the Oroville Dam, distance to the water below when the reservoir is full dropped to only 20 feet. However, in heavy drought conditions, that distance can be extended to more than 300 feet, which reveals the full 350-foot height of the towers. The curving approaches on both ends of the bridge made it unnecessary to have suspended side spans—a unique design trait rarely seen on a major U.S. suspension bridge.
Through the partnering process, all entities were able to express their concerns about each issue encountered to maintain a level of openness and trust in one another, which resulted in everyone’s cooperation in addressing each individual’s concerns.

PARTNERING TIP
Prior to the kickoff workshop, a partnering website was developed so that every stakeholder could interactively list their top goals for the project and identify any topics the workshop should address. These individual stakeholder goals were brought to the workshop, and the project team selected the best as project goals and incorporated them into the signed cover page of the charter.
Interstate 680 Ramp Metering Project

PROJECT SUMMARY
This project consisted of installing ramp metering at four locations, widening two on-ramps to northbound Interstate 680 (NB I-680) to provide a high occupancy vehicle (HOV) bypass lane, and constructing two retaining walls. Six CCTV cameras, two changeable message signs (CMSs), 18 traffic monitoring stations (TMSs), and six maintenance vehicle pullouts (MVPs) were also installed. All on-ramps to NB I-680 in Alameda County are now operational, from county line to county line.

SUCCESS STORIES
• The original plan location of the temporary reinforced silt fence (TRSF) conflicted with the retaining wall construction at the Sunol on-ramp. Once the conflict was discovered, Bay Cities Paving & Grading brought it to Caltrans’ attention. The conflict was immediately elevated to the Caltrans biologist who modified the TRSF placement, allowing Bay Cities to proceed with the wall construction work without delay.
• The electrical work overlapped with work on adjacent projects. To coordinate work schedules, project teams from Caltrans and Bay Cities kept in constant contact with these other project teams. For example, the electrical work called for ramp metering of the Vargas and Andrade on-ramp to NB I-680. The adjacent NB I-680 Express Lane project also had some grinding and paving ramp overlay work in this area. The grinding of the ramps would have destroyed all of the electrical component of the ramp metering. Through partnering, Bay Cities sequenced its work, which avoided costly throwaway work.
• When Caltrans eliminated the planned 5,000 cubic yards of embankment fill behind the retaining wall, which Bay Cities had expected from the ramp-widening excavation, the partners disagreed about the amount of dirt Bay Cities would be expected to haul off-site as well as payment for work. The situation was resolved by Caltrans allowing and paying Bay Cities to build an access road for the CIDH operation behind the wall, which meant that materials from that construction could be used as embankment fill and that there would be less for Bay Cities to haul away. The solution was a brilliant win-win for both partners.

FUN FACT
It was called the “Great San Francisco Quake” until it was eclipsed by an even more destructive one in 1906. In the early morning of October 21, 1868, seismic waves from a magnitude 6.8 earthquake on the Hayward Fault raced through the fog-shrouded San Francisco Bay area. Strong shaking lasted more than 40 seconds, devastating several East Bay towns. Numerous witnesses reported seeing the ground move in waves. Even though the region was only sparsely populated at the time, the 1868 quake killed about 30 people and caused great property damage. Almost every building in Hayward, then a town with about 500 residents, was wrecked or severely damaged—few places have paid so dearly to have a fault named after them. A significant improvement in shaking resistance that came out of this event was the advent of steel-frame buildings in 1885. This helped to ensure that buildings built in San Francisco between 1868 and 1906 survived the powerful shaking of that year’s quake, with the exception of the San Francisco City Hall.
After the project, the team members still maintain good relationships. We are all looking forward to the project completion barbecue celebration, which has been postponed due to the COVID-19 pandemic.

PARTNERING TIP

After major project milestones, Caltrans and Ghilotti Construction Company conducted self-directed partnering lunch meetings where project team members could interact at a personal level and develop or improve relationships. Ultimately, the lunch meetings helped team members overcome any hesitancy and feel freer to contact each other when issues or conflicts came up.
I-880 & SR-84 Ramp Improvements

PROJECT SUMMARY
This project, which is in Alameda County on Interstate 880 (I-880) and State Route 84 (SR-84) in Fremont and Newark, involved locating and working around unforeseen Bay Area Infrastructure Financing Authority’s (BAIFA’s) fiber optic and other underground utilities; limited work windows due to environmentally sensitive areas; and coordination with the San Francisco Public Utilities Commission (SFPUC) on its right-of-way while widening ramps and installing ramp metering systems at various locations along I-880 and SR-84.

SUCCESS STORIES
- At the start of the job, the project team addressed the issue of BAIFA’s fiber optic infrastructure within the contract work limits at Auto Mall Parkway, which was not reflected in the contract plans. Caltrans and Ghilotti Construction Company proactively held many brainstorming sessions to bring all stakeholders together on a solution. Once the two partners agreed on exposing and capping the fiber optic lines, Caltrans expedited the design and buy-off from BAIFA, while Ghilotti Construction Company worked on gathering the materials and resources to quickly execute the work. Their herculean effort mitigated a potential major impact to the project cost and schedule.
- The BAIFA infrastructure conflict could have delayed a majority of the project’s hot mix asphalt (HMA) paving work into 2020 due to temperature restrictions during the cold season. Caltrans and Ghilotti Construction Company held a partnering session to brainstorm ways to get the paving done before the winter season. By bringing in additional temporary railing, the team was able to work at non-impacted locations. When temperatures became a concern, Caltrans worked with the District Office to modify ramp closures to daytime and weekends, while Ghilotti Construction Company arranged for its paving crews to work overtime and weekends.
- One of the main goals of this project’s partnering charter was to have zero claims. The project team took this to heart and resolved most issues at the lowest level of the dispute resolution ladder, usually within a few days. Only a few items were ever elevated above the Resident Engineer and Project Manager level. The partners were transparent in their communications, pooled their resources to solve problems, and brought any issues to the right decision makers. They did what was best for the project and there were no claims.

FUN FACT
The Don Edwards San Francisco Bay National Wildlife Refuge is a wildlife oasis in an urban sea. The nation’s first urban national wildlife refuge sits on the southern end of San Francisco Bay. The refuge, created in 1972, was largely the result of grassroots efforts by the local community to protect the San Francisco Bay ecosystem. Following the California Gold Rush, a population boom created explosive growth on sensitive lands surrounding the bay. Today, nearly 85% of the bay’s original marshes and shorelines have been altered to support development. The Wildlife Refuge’s mission is to preserve and enhance wildlife habitat; protect migratory birds and threatened and endangered species; and provide opportunities for wildlife-oriented recreation and nature study for the surrounding communities.
Nobody needs or likes unpleasant surprises; partnering stresses that strong communications lines are necessary and that stakeholders at all levels need to keep improving communications.

**PARTNERING TIP**

To keep team members engaged in partnering, “partners of the month” were nominated and voted on by their peers.
Route 198 Pavement Rehabilitation Project

PROJECT SUMMARY
This pavement project on an 8-mile stretch of divided Highway 198 reconstructed the existing pavement, placed an asphalt overlay, upgraded the existing guardrail, widened the shoulders, and constructed drainage improvements from Lovers Lane to just west of Highway 245.

SUCCESS STORIES
- When Lee McClatchey, owner of Lee's Paving, Inc., suffered health issues and tragically passed away, the team's commitment to partnering saved the day. Lee truly played a central role on the project. He was not only the President of Lee's Paving, Inc., but personally performed as Project Manager. He and Javier Huerta, acting as Partnering Co-Champions, had led the team's partnering efforts. When Russell Carrell became the new president of Lee's Paving, the team recommitted to the project's goals and set a new plan of attack. As a result, the transition went smoothly, which would undoubtedly have made Lee proud.
- The team was committed to project safety, so despite the fact that most of the work had to be completed at night, the project was completed with zero injuries.
- To meet the project schedule and stay within budget, the team aimed to complete the work before spring. To achieve this goal and keep the number of days with lane closures to a minimum, they came up with a unique closure plan involving variable closures outside of heavy traffic peaks.
- Mindful of the COVID-19 shelter-in-place order and the Centers for Disease Control and Prevention's safety measures, the team displayed their partnering spirit by stepping up to be one of the first Caltrans project teams to use Webex for a virtual close-out partnering session.

FUN FACT
George W. Stewart was a Visalia newspaperman and strong advocate for the Sierra Nevadas. On the evening of May 11, 1901, Stewart hosted an intimate gathering of fellow mountain lovers in his Visalia home. As a result of the get-together, the Mt. Whitney Club was formed 2 weeks later. The club was open to anyone who had made the ascent of Mt. Whitney's 14,505-foot peak, paid the $1 annual membership dues, and supported the objectives of the club. Above all, the group's primary purpose was "to aid in making Mt. Whitney, the crown of the Sierra... better known to the world." John Muir, the respected naturalist, was a member. So was Anna Mills, who was credited with being the first female to climb to the top, despite having a deformed leg. Today Mt. Anna Mills stands at 12,064 feet in Tulare County as a tribute to this amazing club member. The club only lasted 8 years, as many of the members returned to San Francisco to rebuild after the 1906 earthquake. The club treasury of $20 was turned over to the Visalia library to be used to purchase books about the mountains.
It was clear from the very beginning of the project that it would take a TEAM effort to complete the work. Caltrans worked tirelessly to clear all obstacles and minimize any delays. Yarb's Grading and Paving plowed ahead, literally working around some obstacles. This effort fostered a sense of trust within the TEAM, as we had the common goal of project completion.

PARTNERING TIP

Setting up routine meetings with utility companies can help make relocation efforts more efficient and timely.
PARTNERING LEADERSHIP

Javier Huerta
RE, Caltrans District 6

Troy Yarbrough
PM, Yarb’s Grading and Paving, Inc.

Leonard Steinberg
Facilitator, Creative Alliance Group

STATS

Project ID: 06-461504
Caltrans: Central Region, District 6
Contractor: Yarb’s Grading and Paving, Inc.
Schedule: 219 days (contract) vs. 219 days (actual)
Budget: $13,573,000.00 (budget) vs. $13,030,866.31 (actual)
Safety: Zero recordable incidents

BEST PRACTICES

Partnering Charter
Weekly Team Meetings
Partnering Skills Development Training
Quarterly Partnering Sessions
Evaluation Surveys
Dispute Resolution Ladder
Partnering Scorecard
Impromptu Breakfasts and Lunches
Partnering Close-out/ Lessons Learned

State Route 190 Lairds Rehab

PROJECT SUMMARY

This project reconstructed existing pavement by placing a rubberized asphalt overlay, widening lanes and shoulders, and constructing drainage improvements along State Route 190 (SR-190). Beginning in the community of Tipton, then traversing east through sparsely populated dairy and farmland, this section of SR-190 is heavily traveled by agricultural and delivery trucks as well as commuters traveling to and from the Porterville area.

SUCCESS STORIES

• Utility relocation and a conflicting Tulare County construction project were early obstacles on this project. Public utilities lined the State right-of-way and were not relocated prior to bidding. To modify the project staging and mitigate potential right-of-way delays, coordination between all stakeholders was critical. As for the conflicting project, Change Order #2 allowed Yarb’s Grading and Paving to work on the eastern 4 miles of the project under a full closure with a detour using Tulare County roads, while Tulare County reconstructed a portion of its roadway under a full closure, using the western portion of SR-190 as a detour. The project team coordinated with both the County’s project regarding the detour route and with the utility company regarding the order of work. The work of Yarb’s Grading and Paving was more efficient and uniform, overall safety was improved with the elimination of through traffic by the closure, and the first stage was completed and opened prior to the winter season.

• The next season saw new challenges as a result of the many National Park fires. Utility relocation efforts were once again delayed as utility forces were reassigned to emergency work. The project team worked together and agreed on a change order to modify the remaining work. Full closures with continuous coordination between Tulare County and local residents allowed the work to progress.

• Problems developed during Stage 2 construction when the hot mix asphalt (HMA) rubber plant was no longer available. There are a limited number of rubberized hot mix asphalt (RHMA) plants in the San Joaquin Valley, and contractors have a slim window in which to complete such work. To keep the project moving forward, Yarb’s Grading and Paving pursued an exception to use HMA in lieu of RHMA, which was approved by the District 6 director.

FUN FACT

A giant sequoia was found smoldering and smoking more than 9 months after the August 2020 lightning blitz birthed a monster fire on the western slopes of the Sierras. The Castle Fire burned through portions of 20 giant sequoia groves, spreading more than 250 square miles. Sequoia experts may never know how many of the world’s most massive trees died in that fire, but judging by what they have seen so far, they say the number is certainly in the hundreds—and could easily top 1,000. It’s not all bad news. The fifth largest giant sequoia on record, the 3,000-year-old Stagg tree, survived with the help of a hose sprinkler system laid around its base. As tall as a 25-story building and wider than a two-lane road, the Stagg remained untouched.
"As partners, we decided early on that through trust in each other, cooperation, and open, honest, and timely communication, we would deliver a safe, efficient product of the utmost quality."

**PARTNERING TIP**

Introduce each counterpart of the dispute resolution ladder early at the partnering kick-off meeting to open lines of communication and facilitate good relationships.
SR-52 Slabs Replacement

PROJECT SUMMARY
This project was a slab replacement on a segment of State Route 52 (SR-52) that reduces from four lanes to two lanes located just south of Miramar Air Base and joins the cities of La Jolla and Santee.

SUCCESS STORIES
- During the kick-off workshop, Caltrans and Hazard Construction decided to reduce the number of lane closures required to perform the slab replacement work from 10 night-shift closures to two 55-hour weekends. The partners agreed to this based on the recognized success of the SR-52/Kearny Villa Road project, which had two 55-hour weekend closures. By the time the SR-52 Slabs Replacement project was completed, the team’s decision to go with the two weekend closures had significantly reduced impacts on the traveling public and improved safety for all project workers on-site by minimizing the amount of time they were exposed to traffic.
- The project team’s partnering process to address incidents with impaired or distracted drivers was essential to the project’s success. Hazard and Caltrans held a joint safety stand-down to identify and reduce the risks to motorists in the project area. The team developed new lane closure charts and brainstormed ideas to improve the safety environment for everyone—workers and motorists. At the end of the day, they completed the project safely as well as on time and under budget.
- Midway in the schedule, Caltrans and Hazard held a safety stand-down at the Carmel Valley Field Office to improve the morale of all the project’s workers. Teambuilding activities brought everyone closer together and resulted in greater transparency and trust.

FUN FACT
State Route 52 was originally planned to run through the bottom of San Clemente Canyon between I-5 and I-805, but local opposition forced SR-52 to be realigned from the canyon floor to the north hillsides above it. This allowed for the creation of Marion Bear Park, named after one of the chief protesters. The park provides a natural setting in the midst of a busy urban area. The 467 acres of dedicated natural parkland include finger canyons and mesas on the south side. The east end of the park offers the prettiest vegetation, the densest shade, and the biggest infestations of poison oak—which lie mostly away from the path in great tangled masses among the trees. Beginning about October, the leaves of the poison oak turn bright red—a pleasing complement to the evergreen live oaks and the yellows and oranges of the sycamores and willows.
Partnering allowed us to openly share ideas related to start time, extended hours, and full freeway closures when deemed appropriate. We achieved a smoothness correction and reestablished a profile that was very well received by the traveling public.

PARTNERING TIP
Most partnering meetings are held monthly or bi-monthly, but because of COVID-19 protocols, virtual meetings were held weekly on this project so that schedules could be coordinated more easily. Virtual meetings should be a new norm, as they provide more opportunities to include the field personnel and problems can be identified earlier and resolved more quickly.
SR-52 Restore Pavement Profile

PROJECT SUMMARY

State Route 52 (SR-52) gives the cities of Santee and Lakeside access to Clairemont and La Jolla, and to Interstate 15 (I-15), Interstate 805 (I-805), Interstate 5 (I-5), and State Route 163 (SR-163). It was built over a landfill—a unique concept. However, settlement at various areas in a 1.1 mile stretch was an unexpected outcome, earning SR-52 a reputation as the “roller coaster” route. Motorists complained that it was “bumpy,” “unsafe,” and “damaging to vehicles.” A geotechnical investigation revealed that settlement was continuing and needed to be addressed. And to mitigate the roller coaster profile, subsurface conditions had to be stabilized. The project team used compaction grouting and placed continuously reinforced concrete pavement (CRCP) at large settlement areas to stabilize the subsurface. They also bridged and reinforced the structural backfill over culverts with Tensar Biaxial Geogrids for large dig-outs—all in an effort to restore the original profile and provide a smoother surface.

SUCCESS STORIES

• The public was particularly concerned about the ramp closure at Convoy, as this ramp provided access to nearby industrial and commercial businesses and the regional landfill. The team developed mitigation measures and implemented signs and radar to reduce speeds and enforce the 55-mile-per-hour zone. The Caltrans Public Information Office (PIO) notified the public and surrounding businesses of upcoming work via social media and news outlets. Portable Changeable Message Signs (PCMS) were installed at strategic locations to inform the public of current and future closures. The project team provided weekly updates to management and the PIO. And each 12-hour work shift was scheduled late in the evening to prevent major traffic and landfill impacts.

• At one of the partnering progress meetings, the continuously reinforced concrete pavement subcontractor announced that a second crew could help place the rebar and concrete in a 24-hour shift rather than a 36-hour window, which would allow the asphalt concrete (AC) pavement work to start days earlier than planned. The addition of the second crew allowed hot mix asphalt leveling and rubberized hot mix asphalt operations to be performed concurrently. This kept the project on schedule for completion prior to the onset of bad weather.

• S&B Engineering used 3D modeling for the grinding and AC paving phases so the profile could be corrected and smoothness achieved while a portion of the subgrade was stabilized. The existing International Roughness Index (IRI) was in excess of 1,200, but innovative paving techniques and sequencing achieved an IRI of 160 or less and a Mean Roughness Index (MRI) of less than 60 and in some cases, less than 30—a major accomplishment.

FUN FACT

San Diego’s Miramar Landfill lies in the center of the city’s population. It originally opened in 1959 as the South Miramar Landfill (on 192 acres leased from the U.S. Navy), hit capacity in 1973, moved north until 1983 and has since been filling to the west. Each year, 190,000 tons of city trash is deposited in the landfill. But, a hazardous-waste facility and a recycling center aim to keep inappropriate things out of the landfill. And the Greenery, where yard waste and other organic materials are turned into mulch, compost and wood chips, allows residents to load up to 2 cubic yards for free.
21st Annual California Department of Transportation Excellence in Partnering

Projects Greater than $50 Million
Partnering through weekly and on-site field meetings provided a forum where ideas could be freely shared. In many cases, we arrived at solutions to problems that could only have been possible through collaboration with those with different backgrounds and experiences.

"Partnering through weekly and on-site field meetings provided a forum where ideas could be freely shared. In many cases, we arrived at solutions to problems that could only have been possible through collaboration with those with different backgrounds and experiences."

PARTNERING TIP

The team worked with a Caltrans Public Information Officer (PIO) who was tasked with keeping the public informed about the project. The PIO attended many weekly partnering meetings and helped motivate the team by focusing on the big picture and the overall progress being made, rather than just the challenges at hand.
PARTNERING LEADERSHIP

Nicole Mallory
RE, Caltrans District 2

Kirk Johnson
PM, J.F. Shea Construction, Inc.

Holly Parrish-Bezner
Facilitator, Global Leadership Alliance

STATS

Project ID: 02-4G5504

Caltrans: North Region, District 2

Contractor: J.F. Shea Construction, Inc.

Schedule: 400 days (contract) vs. 280 days (actual)

Budget: $62,513,000.00 (budget) vs. $59,425,534.51 (actual)

Safety: Zero recordable incidents

BEST PRACTICES

Partnering Charter
Kick-off Workshop
Weekly Team Meetings
Partnering Skills Development Training
Quarterly Partnering Sessions
Evaluation Surveys
Dispute Resolution Ladder

Southbound Dunsmuir Grade

PROJECT SUMMARY

This project reconstructed 21 lane-miles of southbound Interstate 5 (I-5) near Mount Shasta with continuously reinforced concrete pavement (CRCP) and included widening the Mott Road undercrossing (UC) structure, upgrading bridge rails, replacing guardrails and drainage systems, and installing overhead signs. The surrounding area of this section of I-5 is mountainous and is subject to heavy annual snowfall. That, combined with the heavy truck traffic common to I-5 and the steep road grades of the area, made for a tough work setting for this project.

SUCCESS STORIES

- Through partnering, Caltrans and J. F. Shea Construction successfully reduced a three-season project to two seasons at a savings of more than $3 million. J. F. Shea proposed some staging changes through a Value Engineering Change Proposal (VECP) shortly after contract approval. After several meetings with Caltrans design and executive staff, the staging changes were authorized and the project began. Working long hours and at times multiple shifts with numerous operations occurring concurrently, approximately half the work—9.2 lane miles of reconstruction—was completed in under 6 months. The remaining 11.2 miles were completed in the second season and minor work was completed the following spring. As a result of this VECP, worker exposure and impacts to the traveling public were significantly reduced.

- While working out details of the VECP, the team found that in order to keep the Commercial Vehicle Enforcement Facility (Dunsmuir Scales) open, temporary ramps were required, which would take significant time to build, and constructing around the ramps would cause inefficiencies. Since another project was being constructed within the facility, the team suggested a long-term closure to the California Highway Patrol (CHP). Fortunately, CHP was willing to partner and agreed to the closure, which made it possible to complete half the work in the first season.

- The project has been covered numerous times in local newspapers, and one article highlighted the partnership between Caltrans, J. F. Shea Construction, and CHP. The project was also featured in the December 2018 newsletter of the California Pavement Preservation Center at California State University, Chico, for its long-life pavement design.

FUN FACT

The official city slogan of Dunsmuir is "Home of the best water on Earth." Dunsmuir is currently a hub for tourism in Northern California, with Interstate 5 passing through it. In 1887, the completion of the Central Pacific Railroad along the line of the Siskiyou Trail led to the creation of the town, which initially was not named. In 1888, Alexander Dunsmuir, second son of British Columbian coal baron Robert Dunsmuir, was passing through, and according to contemporary accounts, was so taken with the beauty of the area that he offered to donate a fountain to the new town if they would name it in his honor. The offer was accepted, and Dunsmuir’s fountain remains operational to this day, relocated to the City Park’s baseball field—one that was frequented by Babe Ruth and other N.Y. Yankees.
I wanted to mention the outstanding lighting improvement made to the California/Del Mar tunnel connection to St. John in Pasadena off the 210. Each night I grew accustomed to saying a little prayer as I entered into the shadowy abyss that was ahead. But with the new lighting, visibility is 100% on the approach to the exit of the tunnel. I am amazed at the improvement, which also seems efficient, low-tech, and an easy install solution.

Foothill Gold Line employee

PARTNERING TIP

Meetings were geared toward continuous improvement. Everyone was given a chance to participate without regard to chain of command. Even when meetings became heated or confrontational, they were kept non-personal.
 Route 210 Roadway Rehabilitation

PROJECT SUMMARY

Working on one of the largest rapid highway construction projects to use precast concrete highway pavement slabs in North America, this project team rehabilitated 9.7 miles of Interstate 210 (I-210) just north of Los Angeles with drainage improvements, lighting and electrical system upgrades, median barrier and guardrail enhancements, pavement resurfacing, and new bridge approach slabs at 16 locations. The project also involved construction of a tunnel control building, installation of LED tunnel lighting, and application of a high-friction surface treatment at the three tunnel locations.

SUCCESS STORIES

- This project stretched through a highly visible area of Los Angeles. The communities of La Cañada Flintridge, Glendale, and Pasadena were extremely influential, took immense pride in their cities’ appearance, and were sensitive to any disruption caused by major construction. The project’s high-performance partnering team responded by constantly monitoring construction activities to enhance safety, maximize aesthetics, and ensure minimal disruptions. The team communicated with the communities and continuously provided construction schedules to them. Some outstanding examples include:
  - The project team partnered with Pasadena Tournament of Roses officials on three events, which ensured seamless execution.
  - By partnering with the City of Pasadena, Flatiron was able to set up a batch plant and crushing facility within the I-210 median near downtown to recycle existing concrete pavement as an aggregate source for lean concrete base (LCB) and leave the aggregate base in place for the new structural section. This recycling minimized impacts to the environment by eliminating transit mix trucks for LCB, hauling of removed pavement materials through city streets, and trucking to the landfill. Over 100,000 tons of existing pavement were reused.
  - An innovative precast pavement panel connection designed by Flatiron and the Caltrans Headquarters Pavement Group became a standard for future project designs. The unique longitudinal “J-hook connection” joint connection detail improved the quality of the connection between precast panels and the productivity of this installation during limited night-time closures.

FUN FACT

The Jet Propulsion Laboratory (JPL) is a federally funded research and development center and NASA field center in Pasadena, California, with large portions of its campus in La Cañada Flintridge. Founded in the 1930s, the JPL is currently owned by NASA and managed by the nearby California Institute of Technology (Caltech) for NASA. The laboratory’s primary function is the construction and operation of planetary robotic spacecraft, though it also conducts Earth-orbit and astronomy missions. It is also responsible for operating NASA’s Deep Space Network. Among the laboratory’s major active projects are the Mars Science Laboratory mission (which includes the Curiosity rover), the Mars Reconnaissance Orbiter, the Juno spacecraft orbiting Jupiter, the NuSTAR X-ray telescope, the Soil Moisture Active Passive, or SMAP, satellite for measuring and mapping earth surface soil moisture, and the Spitzer Space Telescope. The JPL’s Space Flight Operations Facility and Twenty-Five-Foot Space Simulator are designated National Historic Landmarks.
This project’s public relations and communication plan kept businesses and the public informed throughout the evolution of the freeway enhancements, and it provided a pathway for stakeholder engagement. We really appreciate the Caltrans and Atkinson Construction team’s efforts in this regard, and thank them for treating the local community as a partner in the process.

President, Schwartz Oil Company, Inc.

PARTNERING TIP

Caltrans staff participated in quarterly safety barbecues hosted by Atkinson to recognize and celebrate team successes. For excellence in improving safety, project team members were awarded team shirts, gift cards, and raffle prizes.
I-5 Pavement Rehabilitation Project in Santa Clarita, CA

PROJECT SUMMARY
This project on Interstate 5 (I-5) in Santa Clarita removed and replaced nearly 16 miles of existing pavement sections along the outside two lanes of the freeway as well as a combination of precast panels and individual slab replacements along the inside two lanes. The project was contracted as a 2-year project, and most of the pavement had to be constructed during night and weekend shifts using rapid-strength concrete.

SUCCESS STORIES
• Early on, Atkinson Construction and Caltrans began collaborating on a major innovation to accelerate construction, improve safety, and minimize impacts on the traveling public. The original pavement design involved using about 25% traditional JPCP. Rapid-strength concrete was to be used for the remaining 75% of the pavement, with construction scheduled during nightly lane closures. By developing a series of alternative construction staging and traffic handling plans together, the project team was able to establish multiple barrier-protected, long-term work zones, which enabled the use of more than 80% traditional JPCP. This innovative strategy created a safer work environment and reduced congestion, safety impacts, and risks to the public. And it had the added benefit of shortening the project's overall schedule. The team held numerous meetings and workshops at both District headquarters as well as the project site to finalize the solution and resolve the details. The end result of this close partnering was better pavement quality and longevity for Caltrans.

• To address winter weather closures of I-5 at the Grapevine, dubbed “Operation Snowflake” by the California Highway Patrol (CHP), Atkinson and Caltrans partnered with external stakeholders from the City of Santa Clarita, Los Angeles County, and the CHP on a new emergency turnaround. Before this, motorists who missed the detour signs at three off-ramps would be out of luck for 13 miles. Now, with the “Snowflake Turnaround,” they avoid a 26-mile trip by following a guided turnaround within the median of I-5. Winter weather made timing critical, so the project team acted quickly and completed construction by the fall of 2019.

FUN FACT
A mighty gusher of oil shot to the top of the 65-foot California Star Oil derrick on September 26, 1876. Known as “Pico Number 4,” it was the first commercially successful oil well in the western United States. The well was tucked away in the Santa Susana Mountains formation of Pico Canyon, approximately 4 miles west of the present-day Lyons Avenue exit off of Interstate 5 in the Santa Clarita Valley. Transient oil workers migrated to Pico Camp to harvest the bounty, and by 1880, as many as 100 families lived in what was being called “Mentryville.” Young oil men lived in bunkhouses, while those with wives and children built clapboard cabins of imported redwood. Theirs was the first village in the Santa Clarita Valley to enjoy natural gas lighting. Townspeople erected a schoolhouse in 1885, and a 13-room mansion was occupied by oil field superintendent Alex Mentry and his family in 1889. Not only did Pico Number 4 give birth to an industry in California, it was also the longest-running oil well in the world when it ceased operation in 1990.
There were multiple events, including team lunches and a project safety stand-down involving all team members. Caltrans arranged a field visit to Karco Engineering, a vehicle crash testing facility in Adelanto, and members of the Ames team were invited and attended.

PARTNERING TIP

Look at “black and white” from all sides to ensure you see the gray and the issue from the other point of view.
Victorville I-15 Widening

PROJECT SUMMARY

This project on the Interstate 15 (I-15) corridor in Victorville spanned the Mojave River, 0-Street (historic Route 66), and a BNSF double track. The project included widening the mainline and three existing bridges, constructing two mainline bridges, reconstructing three interchanges, and installing landscaping.

SUCCESS STORIES

- When work began, it was found that the existing grades did not match the grades shown in the plans. Caltrans surveyors surveyed the existing shoulder, and the design team provided corrected plan sheets. The limited closure windows allowed by the Special Provisions of the contract were not sufficient to construct the pavement. After meeting with the paving subcontractor and brainstorming for solutions, Caltrans provided a 66-hour closure window for the leveling course on the shoulders. At the same time, the cold plane subcontractor proposed the use of Lidar technology to help with determining the areas for grading to achieve a smoother ride and consistent cross slopes for drainage. It was the first time this technology has been used for this purpose in District 8.

- The closure windows provided for the project would make it hard to complete the approach slab work and open the lanes back up to traffic in the allotted time windows. There were discussions, and a Request for Information (RFI) as well as a Potential Claim Record (PCR) were submitted. Ames also submitted proposals suggesting the use of precast slabs or the use of rapid set concrete. Despite numerous meetings between Caltrans and Ames Construction, both proposals were found not viable. Instead, the team worked out a plan to utilize a 66-hour closure window so that an accelerated mix design could be used in the construction of the approach slabs in lieu of a rapid set concrete mix.

- Ames used Automated Machine Guidance (AMG) technology for earthwork grading. Caltrans and Ames needed to reduce the time Caltrans took to check grades, so Caltrans rented the rover from Ames. By using the same technology, the partners were able not only to improve efficiency but also to reduce their costs.

FUN FACT

In 1940, two men worked in seclusion for 12 weeks at the North Verde Guest Ranch in Victorville. They were working on the first two drafts of one of the greatest movies ever made, *Citizen Kane*. John Houseman’s job was to keep screenwriter Herman Mankiewicz, who was quite the boozer, away from alcohol. That first script was 266 pages and told the story of the rise and fall of a fictional newspaper magnate, commonly believed to be patterned after media mogul William Randolph Hearst (of Hearst Castle fame). Guests at the ranch could ride horses, play tennis, and enjoy the three meals served every day in the Main House dining rooms. John Wayne, Greer Garson, Groucho Marx and Greta Garbo were frequent visitors. Now hosting cattle rather than guests, the renamed Kemper Campbell Ranch recently revisited its historic roots and allowed the shooting of the 2020 Oscar winning movie *Mank* that dramatically retells the story of those long (not so sober) 12 weeks in 1940.
Issues were never approached as show stoppers, as the team instead looked immediately for solutions. All parties trusted that the other stakeholders shared the same goal—a successful project, delivered safely, ahead of schedule, and under budget.

PARTNERING TIP
For this project, the Caltrans Lead Inspector was empowered with full authority for resolving issues as they arose in the field, which avoided delays and prevented unnecessary escalation of the issues. Throughout the project, the Caltrans and SPCI project team members were able to maintain this work synergy and partnering dynamic, which benefited not just them, but also the local stakeholders.
Construct CRCP Overlay, HMA-A, and Lighting

PROJECT SUMMARY

The goal of this project in Imperial Valley was to reconstruct 15.1 miles of Interstate 8 (I-8) with continuously reinforced concrete pavement (CRCP). The use of CRCP is relatively new to Caltrans, and this project was the fifth contract on this corridor to apply the technology. Heat from the extreme summer temperatures and high winds created a challenging work environment. Caltrans and SPCI partnered successfully to manage and overcome a host of critical issues.

SUCCESS STORIES

- The Caltrans and SPCI project team turned around the project’s progress performance. By shuffling Stages 4 and 5, the team was able to more efficiently and effectively sequence the work. Moreover, as a result of this decision, the project recovered from a nearly 4-month delay to get ahead of schedule and was delivered on time.

- The project team took a variation identified in the existing pavement elevation as an opportunity to work together to find a cost-effective solution that would reduce CRCP waste and improve surface smoothness. The team approached the issue by installing and using string-line as a reference system to control the grade in preparation for the CRCP overlay. This action, implemented through CCO #18, allowed for a consistent CRCP depth, which reduced waste and improved the wearing course smoothness.

- Caltrans and SPCI agreed upon and implemented a 6-week look-ahead tool as a short-term planning tool and means to anticipate potential issues regarding documentation, coordination, and other conflicts. The tool was highly effective, as it was a living document reflecting the most current expectations for the work schedule, which enabled both partners to allocate resources strategically and minimize foreseeable road blocks.

FUN FACT

The All-American Canal is an 82-mile-long aqueduct, located in southeastern California. It conveys water from the Colorado River into the Imperial Valley and to nine cities. It is the Imperial Valley’s only water source, and in 1940 it replaced the Alamo Canal, which was located mostly in Mexico. The Imperial Dam, about 30 miles northeast of Yuma, Arizona, on the Colorado River, diverts water into the All-American Canal, which runs to just west of Calexico, California, before its last branch heads mostly north into the Imperial Valley. Five smaller canals branching off the canal move water into the valley. These canal systems irrigate up to 630,000 acres of cropland and have made possible a greatly increased crop yield in this area, originally one of the driest on earth. It is the largest irrigation canal in the world, carrying a maximum of 26,155 cubic feet per second. Agricultural runoff from the All American Canal drains into the Salton Sea.
21st Annual California Department of Transportation Excellence in Partnering

Summary of Award Winners
2021 Summary of Award Winners

Projects Under $10 Million

- 11-414804 | I-8 Morena Blvd Widening, Hazard Construction Company; Advanced Management Systems Interactive
- 11-404604 | Torrey Meadows Bridge, Flatiron; Global Leadership Alliance

Projects Greater than $10 Million – Less than $50 Million

- 03-2F5904 | Smartsville Roadway Realignment, Flatiron; Pinnacle Leadership Group
- 03-3H71U4 | Highway 70 Widening Segment 1, Teichert Construction; Global Leadership Alliance
- 04-151484 | I-880 & SR-84 Ramp Improvements, Ghiolotti Construction Company; Global Leadership Alliance
- 06-053404 | Route 198 Pavement Rehabilitation Project, Lee’s Paving, Inc.; ATI Systems
- 06-461504 | State Route 190 Lairds Rehab, Yarb’s Grading and Paving, Inc.; Creative Alliance Group
- 02-0E0904 | Siderhill Viaduct Bridge Replacement / Dog Creek Bridge Retrofit, Golden State Bridge; OrgMetrics, LLC
- 04-4G1134 | Interstate 680 Ramp Metering Project, Bay Cities Paving & Grading, Inc.; ATI Systems
- 11-431124 | SR-52 Restore Pavement Profile, S&B Engineering Inc.
- 11-419504 | SR-52 Slabs Replacement, Hazard Construction Company; Green Com Inc.

Projects Greater than $50 Million

- 07-252624 | I-5 Pavement Rehabilitation Project in Santa Clarita, CA, Guy F. Atkinson Construction; OrgMetrics, LLC
- 02-4G5504 | Southbound Dunsmuir Grade, J.F. Shea Construction, Inc.; Global Leadership Alliance
- 07-2881U4 | Route 210 Roadway Rehabilitation, Flatiron; W.E. McCleish Associates
- 08-3555V4 | Victorville I-15 Widening, Ames Construction; Paradyne Consulting

Excellence in Partnering Award Winners 2010 - 2021

- 01-398504 | Highway 29 CAPM Project
- 01-0A7004 | 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
- 01-433704 | Green Point Skink Project
- 01-262004 | Willits Bypass
- 01-083804 | ADA Infrastructure Upgrade
- 01-262034 | Relinquishment of Old 101

PARTNERING SAVINGS
(ALL 16 PROJECTS)

VECP SAVINGS
4 Accepted
Resulting in a savings to the state of $1 Million.

RETURN ON INVESTMENT
Savings of $69.97 / $1.00 spent
Total estimated savings: $23.7M
Total partnering costs: $0.34M
Excellence in Partnering Award Winners 2010 - 2021 (cont.)

**District 4**

- **04-2261V4** Route 101/S80 Connector
- **04-2550U4** Highway 17
- **04-2550U4** Oakland Touchdown Project
- **04-0A10U4** Highway 101 HOV Widening, Windsor to Santa Rosa
- **04-0901U4** Highway 101, San Jose
- **04-0701U4** Highway 12-Solano County-Roadway Rehabilitation, Widening and Profile Correction
- **04-2409U4** Sunset County in Fairfield and Vallejo From American Canyon Road Intersecting to Green Valley Creek Bridge

**District 6 Central Region**

- **06-070U4** Highway 101 / Route 116 Lakeville Interchange
- **06-136304** Hwy 101 South San Jose to Morgan Hill
- **06-2640U4** Highway 101/Potrero River Bridge
- **06-08234** SR-80/80-12 Green Valley Road C.O. Project
- **06-013574** San Francisco Oakland Bay Bridge East Span Marine Foundation Removal Project – Phase 2
- **06-433404** Hwy 80 Capital Preventative Maintenance Project
- **06-230704** I-80 Median Barrier Replacement Project
- **06-23584** Reconstruct I-80/101/ Broadwy Interchange
- **06-151484** 1-800 & 884 Road Ramp Improvements
- **06-461T34** Interstate 680 Ramp Metering Project

**District 7**

- **07-166824** I-10 Construct HOV Lane
- **07-378104** Rte 2 Construct Bridge
- **07-129404** Route 60 HOV Highways
- **07-183114** Route 710 Improvements (Route 405 to Firestone Blvd.)

**District 8**

- **08-0C0404** I-15 Median Grading
- **08-022904** Route 38 Asphalt Rubber Seal Coat
- **08-439304** I-15 Ramp Mountain Pass
- **08-486304** I-40 Pavement Rehab
- **08-007174** Interstate 215 Widening through San Bernardino
- **08-085504** SR-58 Safety Improvement Project
- **08-227004** Big Bear Bridge Project
- **08-489304** Interstate 40 Correct Roadway

**District 10 Central Region**

- **10-239504** I-25 Construction
- **10-185404** Interstate 15/10 South
- **10-253504** Plan 58 (SR-58) Hinkley Expressway Project
- **10-274404** LA 10 & 110 High Occupancy Toll Lanes (Metro Express Lanes)
- **10-286904** Route 405, Temple Avenue Bridge (I-15 and I-215 Project)

**District 11**

- **11-277604** Gloucester Avenue Bridge
- **11-283604** Route 710 Reconstruction
- **11-259004** I-40 Rehabilitation Near Barstow
- **11-236804** I-40 Rehabilitation at Kelbaker Road Project

**District 12**

- **12-384004** Overhead Project
- **12-01674** I-15 Gateway Project
- **12-056214** I-80 South Bound
- **12-00104** I-5 Pavement Rehabilitation

Summary of Award Winners
21st Annual California Department of Transportation Excellence in Partnering

Success in Motion Awards
Success in Motion Awards

North Region / Districts 1, 2, 3

- **02-1H5204** | Yreka Rehab (CMGC); Myers-Shea Joint Venture
- **02-4C40V4** | Redding to Anderson Six Lane (RASL); J.F. Shea Construction
- **02-4E46U4** | Good Fred; Hat Creek Construction and Materials
- **02-4F8604** | Ditch Gulch Curve; Steelhead Constructors, Inc.
- **03-3F0904** | Paintersville and Molekumne Bridges; Myers & Sons Construction
- **03-3F5104** | Timbuctoo Bridge and Roadway Realignment; Flatiron West, Inc.

Central Region / Districts 5, 6, 10

- **04-0H5804** | Ala 880 Roadway Surfacing, Precast Jointed Concrete Pavement and Electricals; O.C. Jones & Sons, Inc.
- **04-4G0564** | SF 1 - 19th Ave/Park Presidio Blvd - Rehabilitate Roadway & Replace Signals Project; Ghilotti Bros., Inc.
- **05-0N7AU4** | Highway 101 4A Carpinteria; Granite Construction
- **06-0S4604** | Kingsburg 99 Project; Granite Construction Company
- **06-0T20U4** | CRCP 99 project; Griffith Company

District 4

- **04-0J6424** | Son- 101 Roadway Rehabilitation- Big Pave 2; O.C. Jones & Sons, Inc.
- **04-1J5694** | SCI/SM 101 Express Lanes Project (North); Kiewit Infrastructure West, Co.
- **04-270104** | Ala Route 580 Improvements; DeSilva Gates Construction
- **04-3G6204** | SF 101 Bridge Deck Replacement (Alemany Circle); Myers & Sons
- **04-4G0564** | Ala 680 NB Express lane from Mission Blvd.; Bay Cities Paving & Grading

District 7

- **07-202124** | Route 710 South Slauson Pavement Rehab; Flatiron West, Inc.
- **07-2159U4** | I-5 South Widening Project - Segment 2; Security Paving
- **07-286704** | Drainage System Improvements; OHL USA, Inc.
- **07-293704** | Route 405/Route 110 Freeway & UC Widening; OHL USA, Inc.
- **07-3009U4** | Route 110 Pavement Rehabilitation; All American Asphalt
07-303704 | Route 101 Median Concrete Barrier Replacement; OHL USA

07-3096U4 | Route 210 Pavement Replacement; Flatiron West Inc.

07-312004 | Modify Traffic Communication & Electrical Systems; Teichert Energy & Utilities Group, Inc.

07-3182CM | CMCG Project: VEN-1 Slope Restoration; Flatiron-Drill Tech Joint Venture

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

Districts 8

08-0J0704 | I-215/Barton Road Interchange - Reconstruct Interchange; Myers-Rados A Joint Venture (MRJV)

08-0K1234 | I-15/Barstow - Rehabilitate Existing Roadway; Sully-Miller Contracting Company

08-0N6704 | Riv. 74/Hemet - Construct Raised Curb Median; Granite Construction Company

08-0Q75U4 | S Bd./Riv. 60/Riverside and Ontario - Lane Replacement; J. McLoughlin Engineering Co.

08-0R1504 | S Bd. 40/Kelbaker to Essex Road - Regrade Median Cross Slope; Granite Construction Company

08-1F13U4 | S Bd. 62/3.8 miles Kramer Jct. to AZ State Line - Cold In-Place Recycling; Granite Construction Company

08-1F1424 | I-15 Near Lake Elsinore from Nichols Rd to N of Temescal Canyon - Slab Replacement; Myers & Sons Construction

District 11

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

11-288834 | Otay Mesa East Port of Entry 125 to 905 Southwest Connector; Skanska USA Civil West CA District Inc.

11-2888U4 | Construction of State Highway in San Diego County at Various Locations; FSSW (Flatiron, Skanska, Stacy Whitebeck, Joint Venture)

11-2E1504 | NCC Corridor Segment 8 - San Elijo Lagoon Restoration; FSSW (Flatiron, Skanska, Stacy Whitebeck, Joint Venture)

11-2T2174 | North Coast Project; FSSW (Flatiron, Skanska, Stacy Whitebeck, Joint Venture)

11-2T2184 | I-5 North Coast Corridor - Segment 1B, 2 & 3; FSSW (Flatiron, Skanska, Stacy Whitebeck, Joint Venture)

11-410404 | Imperial Bridge Avenue; Granite Construction

11-420004 | Hwy 94 Grind and Overlay; Granite Construction

11-430184 | Route 805 Sweetwater River Bridge; Flatiron West, Inc.

District 12

12-0K0224 | I-5 Oso Parkway to Alicia Parkway (Segment 2); Flatiron West, Inc.
Information on the Caltrans Partnering Program

Contact HQ Partnering Coordinator
via email at Partnering.Program@dot.ca.gov
or visit www.CaltransPartnering.com