21st Annual Caltrans Excellence in Partnering Awards Ceremony
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.

STATS

Project ID...... 11-404604
Contractor...... Flatiron
Schedule ...... 278 days (contract) vs. 242 days (actual)
Budget.......... $7,534,000.00 (original budget) vs. $7,084,997.68 (actual)
Safety .......... Zero recordable incidents

Partnering Tip: Invite the Partnering Facilitator to participate in meetings with the Contractor on a monthly basis during the length of the project.
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.

STATS

Project ID...... 11-414804
Contractor...... Hazard Construction Company
Schedule ....... 559 days (contract) vs. 559 days (actual)
Budget .......... $10,823,000.00 (original budget) vs. $9,492,579.84 (actual)
Safety .......... Zero recordable incidents

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.
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.

STATS

Project ID...... 02-0E0904
Contractor...... Golden State Bridge
Schedule ......... 760 days (contract) vs. 724 days (actual)
Budget.......... $28,129,000 (original budget) vs. $32,093,789.02 (actual)
Safety.......... Zero recordable incidents

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.
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.

STATS

Project ID..... 03-2F5904
Contractor..... Flatiron
Schedule ......... 426 days (contract) vs. 287 days (actual)
Budget........... $17,564,900.00 (original budget) vs. $19,351,818.63 (actual)
Safety.......... Zero recordable incidents

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.
Gold 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.

STATS

- **Project ID**: 03-3H71U4
- **Contractor**: Teichert Construction
- **Schedule**: 102 days (contract) vs. 96 days (actual)
- **Budget**: $15,429,000.00 (original budget) vs. $15,875,228.50 (actual)
- **Safety**: Zero recordable incidents

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.
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.

STATS

- Project ID: 04-4G1134
- Contractor: Bay Cities Paving & Grading, Inc.
- Schedule: 445 days (contract) vs. 220 days (actual)
- Budget: $13,233,300.00 (original budget) vs. $11,230,379.97 (actual)
- Safety: Zero recordable incidents

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.
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.

STATS

Project ID..... 04-151484
Contractor..... Ghilotti Construction Company
Schedule ....... 140 days (contract) vs. 140 days (actual)
Budget........... $12,981,800.00 (original budget) vs. $12,408,085.18 (actual)
Safety ............ Zero recordable incidents

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.
Gold

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.

STATS

- Project ID: 06-053404
- Contractor: Lee’s Paving, Inc.
- Schedule: 289 days (contract) vs. 289 days (actual)
- Budget: $23,065,100.00 (original budget) vs. $22,695,723.69 (actual)
- Safety: Zero recordable incidents

Partnering Tip: To keep team members engaged in partnering, “partners of the month” were nominated and voted on by their peers.
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.

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

Partnering Tip: Setting up routine meetings with utility companies can help make relocation efforts more efficient and timely.
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.

STATS
Project ID...... 11-419504
Contractor...... Hazard Construction Company
Schedule ....... 278 days (contract) vs. 278 days (actual)
Budget.......... $13,311,100.00 (original budget) vs. $12,576,282.36 (actual)
Safety......... Zero recordable incidents

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 Restore Pavement Profile

PROJECT SUMMARY

State Route 52 (SR-52) provides access for the cities of Santee and Lakeside 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.

STATS

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<tr>
<th>Project ID</th>
<th>11-431124</th>
</tr>
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<tbody>
<tr>
<td>Contractor</td>
<td>S&amp;B Engineering Inc.</td>
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<tr>
<td>Schedule</td>
<td>50 days (contract) vs. 49 days (actual)</td>
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<td>Budget</td>
<td>$16,500,000.00 (original budget) vs. $16,355,826.91 (actual)</td>
</tr>
<tr>
<td>Safety</td>
<td>Zero recordable incidents</td>
</tr>
</tbody>
</table>

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.
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 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.

STATS

- Project ID: 02-465504
- Contractor: J.F. Shea Construction, Inc.
- Schedule: 400 days (contract) vs. 280 days (actual)
- Budget: $62,513,000.00 (original budget) vs. $59,425,534.51 (actual)
- Safety: Zero recordable incidents

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.
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.

STATS

Project ID: 07-2881U4
Contractor: Flatiron
Schedule: 1,101 days (contract) vs. 890 days (actual)
Budget: $120,754,000.00 (original budget) vs. $128,431,897.87 (actual)
Safety: Project Incident Rate = 0.012 / 1,000 MH (7 OSHA Recordables in 574,525 MH)

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 nonpersonal.
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.

**STATS**

- **Project ID**: 07-252624
- **Contractor**: Guy F. Atkinson Construction
- **Schedule**: 613 days (contract) vs. 519 days (actual)
- **Budget**: $143,228,400.00 (original budget) vs. $143,065,097.89 (actual)
- **Safety**: Project Incident Rate = 0.013 / 1,000 MH (6 OSHA Recordables in 455,848 MH)

**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.
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.

STATS
Project ID..... 08-3555V4
Contractor..... Ames Construction
Schedule ....... 904 days (contract) vs. 904 days (actual)
Budget .......... $76,322,600.00 (original budget) vs. $86,268,170.33 (actual)
Safety .......... Project Incident Rate
= 0.010 / 1,000 MH (6 OSHA Recordables in 584,952 MH)

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.
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.

**STATS**

- **Project ID**: 11-418514
- **Contractor**: Security Paving Company, Inc.
- **Schedule**: 695 days (contract) vs. 695 days (actual)
- **Budget**: $83,169,600.00 (original budget) vs. $73,420,581.75 (actual)
- **Safety**: Project Incident Rate = 0.04 / 1,000 MH (3 OSHA Recordables in 75,400 MH)

**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.