



26TH ANNUAL CALTRANS
**EXCELLENCE
IN PARTNERING**
AWARDS CEREMONY
SEPTEMBER 3RD, 2026

Sonoma and Hooker Creek Bridge Replacements

Leonard Brajnikoff

Resident Engineer

Tim Salles

Project Manager

Sue Dyer, Orgmetrics, LLC

Partnering Facilitator

PROJECT STATS

Project ID: 04-4H0504

Caltrans District: 4

Contractor: Ghilotti Construction Company

Schedule: 300 days (contract) vs.
220 days (actual)

OSHA Recordable Incidents: 1

Budget: \$10,611,047 (contract) vs.
\$9,964,112 (actual)

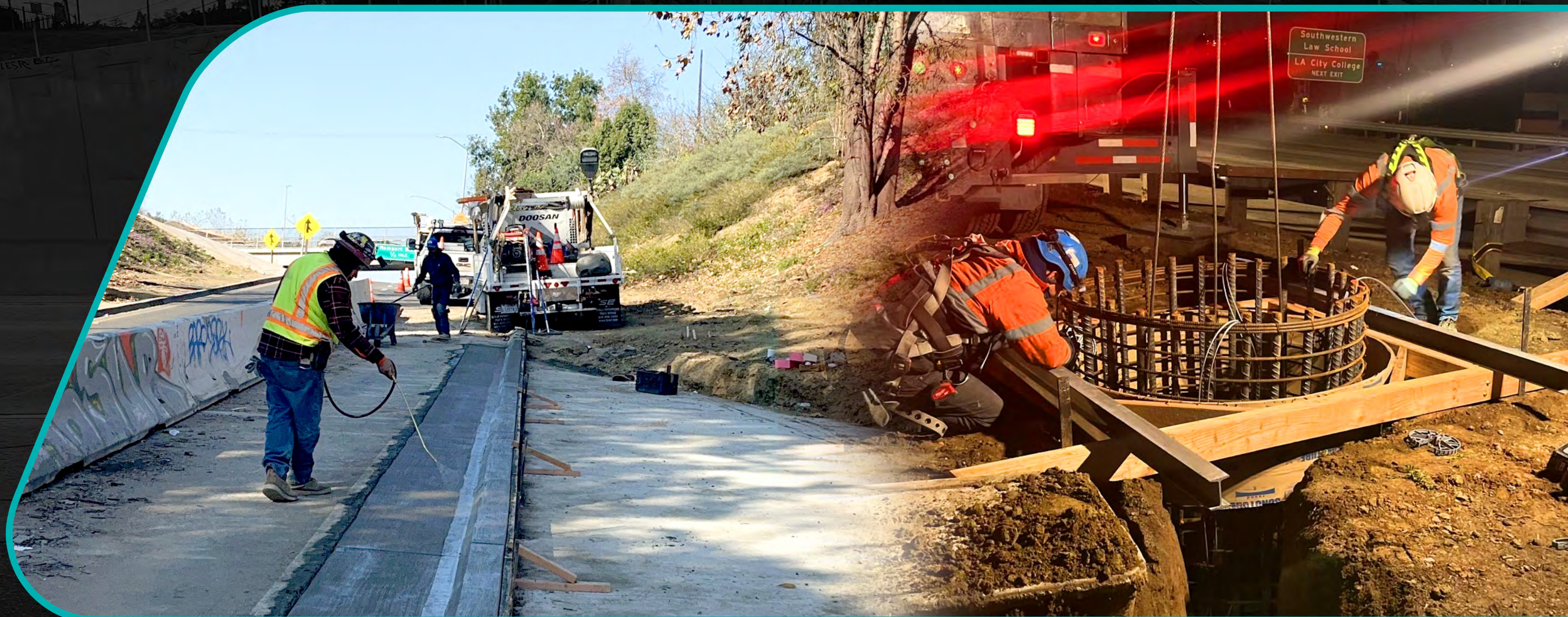
Estimated Partnering Savings:
\$13.69 per dollar

PROJECT SUMMARY

The \$10 million Sonoma Creek and Hooker Creek Bridge Replacement Project on State Route 12 in Sonoma County was completed in a single construction season instead of the planned two, restoring full traffic capacity before wildfire season on this critical evacuation route. Through strong collaboration between the contractor and Caltrans, daily coordination meetings, innovative scheduling, and effective communication enabled the team to overcome challenging geology, groundwater, and utility conflicts while significantly reducing traffic impacts.

The contractor minimized community disruption by maintaining local access, working around the clock, and proactively communicating with residents through public meetings and project updates. The project finished ahead of schedule with no environmental violations or formal disputes, demonstrating a commitment to safety, efficiency, environmental stewardship, and strong partnerships while delivering a vital transportation improvement.

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Upgrade Transportation Systems in LA County

Muhammad Hossain

Resident Engineer

Adrian Loera

Project Manager

Bina Jhaveri,
Global Leadership Alliance

Partnering Facilitator

PROJECT STATS

Project ID: 07-337804

Caltrans District: 7

Contractor: JFL Electric, Inc.

Schedule: 391 days (contract) vs.
391 days (actual)

OSHA Recordable Incidents: 0

Budget: \$8,139,256 (contract) vs.
\$9,197,329.5 (actual)

Estimated Partnering Savings:
\$133.33 per dollar

PROJECT SUMMARY

Core partnering principles of collaboration, trust, and proactive problem-solving helped this team achieve its partnering charter goals. Early discrepancies between the Ramp Metering System plans and field conditions threatened the project's largest bid item and risked costly claims. Through facilitated partnering led by Bina Jhaveri, the team established clear communication, defined roles, and used a structured dispute resolution process to develop a cost-saving contract change order that improved system functionality. Partnering also strengthened safety through coordination with COZEEP, resolved conflicts with concurrent projects, supported emergency response during the Sunset Fire, and improved project progress by collaboratively addressing schedule concerns with increased staffing and coordinated construction activities.

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Three Star and Determination Ditch Bridge Upgrades

Sadique Hossain

Resident Engineer

Jose Martin

Project Manager

Leonard Steinberg, Creative Alliance Group, LLC

Partnering Facilitator

PROJECT STATS

Project ID: 08-1J4704

Caltrans District: 8

Contractor: Griffith Company

Schedule: 175 days (contract) vs.
145 days (actual)

OSHA Recordable Incidents: 0

Budget: \$6,966,000 (contract) vs.
\$6,340,762 (actual)

Estimated Partnering Savings:
\$15.30 per dollar

PROJECT SUMMARY

This project exemplifies Excellence in Partnering through proactive collaboration, safety, and innovation. Although partnering was not required, Caltrans and Griffith voluntarily established a formal program with in-person kickoff and closeout workshops. Early logistical challenges, including limited access, restricted lane closures, and subcontractor coordination, were resolved through open communication, preventing schedule and budget impacts. Partnering also drove significant safety improvements, including enhanced COZEEP enforcement, rumble strips, additional lighting, and speed warning devices, resulting in zero injuries. Value engineering changes reduced costs while improving performance, and the dispute resolution ladder ensured prompt issue resolution. The collaborative approach enabled the project to be completed safely, on schedule, and without claims.

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Plymouth Clean CA Bike Path

Jonathan Ngai

Resident Engineer

Les McWilliams

Project Manager

Kelly Bonine Hall, Pinnacle Leadership Group, Inc.

Partnering Facilitator

PROJECT STATS

Project ID: 10-1P5904

Caltrans District: 10

Contractor: George Reed Inc.

Schedule: 48 days (contract) vs.
 48 days (actual)

OSHA Recordable Incidents: 0

Budget: \$1,308,500 (contract) vs.
 \$1,489,418 (actual)

Estimated Partnering Savings:
 \$6.65 per dollar

PROJECT SUMMARY

The Plymouth Clean California Bike Path project demonstrates Excellence in Partnering through collaboration, communication, and shared commitment to project success. Despite design deficiencies, utility conflicts, limited construction windows, and schedule constraints, Caltrans and George Reed Inc. worked together to resolve issues efficiently and avoid delays. Safety remained the highest priority through weekly coordination meetings, enhanced traffic control, and additional COZEEP support. The team also collaborated with the City of Plymouth and the Rotary Foundation to expand the project by connecting the trail to Veterans Park, improving community access. Flexible problem-solving, innovative design solutions, and proactive coordination resulted in an on-time, successful project that exceeded expectations.

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Calpella Bridges Replacement Project

Geoffrey Wright

Resident Engineer

Chris Nelson

Project Manager

Kelly Bonine Hall,
Pinnacle Leadership Group, Inc.

Partnering Facilitator

PROJECT STATS

Project ID: 01-0E0904

Caltrans District: 1

Contractor: Myers & Sons Construction

Schedule: 530 days (contract) vs.
532 days (actual)

OSHA Recordable Incidents:

Budget: \$28,701,100 (contract) vs.
\$26,922,628.88 (actual)

Estimated Partnering Savings:
\$36.16 per dollar

PROJECT SUMMARY

The Calpella Bridges Replacement Project demonstrates successful partnering through collaboration and shared commitment to project success. A delayed contract award threatened to extend construction into an additional season, increasing costs and public impacts. During the initial partnering meeting, Caltrans and the contractor committed to working as one team to recover the schedule. Together, they secured environmental work window extensions, accelerated the submittal review process, and coordinated closely with regulatory agencies. These collaborative efforts enabled all in-channel work to be completed during the 2022 construction season, allowing the project to recover lost time and be delivered a full year ahead of the impacted schedule.

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Placer County Safety Barrier Project

Renee Plaza

Resident Engineer

Tom Gunther

Project Manager

Kelly Bonine Hall, Pinnacle Leadership Group, Inc.

Partnering Facilitator

PROJECT STATS

Project ID: 03-4H6004

Caltrans District: 3

Contractor: DeSilva Gates Construction

Schedule: 190 days (contract) vs.
181 days (actual)

OSHA Recordable Incidents: 1

Budget: \$25,868,000 (contract) vs.
\$26,863,405.53 (actual)

Estimated Partnering Savings:
\$349.06 per dollar

PROJECT SUMMARY

This project demonstrates the value of facilitated partnering through teamwork, communication, and proactive problem-solving. Despite challenging conditions, including high-speed traffic, limited detours, restricted staging areas, and numerous property access concerns, the project team successfully delivered the project on schedule with no delay-related costs. Core partnering tools, including workshops, weekly meetings, monthly surveys, and a dispute resolution ladder, enabled timely decisions and issue resolution. Through collaboration with Caltrans, the contractor, and stakeholders, the team improved safety, modified staging plans, resolved design challenges, coordinated utility work, and completed the project successfully while minimizing impacts to the public.

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San Francisco Oakland Bay Bridge Cable Investigation

Tom Larwin & Daniel Guzman

Resident Engineer

Wade Barie

Project Manager

**Sally Magee,
Magee Leadership Solutions, Inc.**

Partnering Facilitator

PROJECT STATS

Project ID: 04-3G4444

Caltrans District: 4

Contractor: American Bridge Company

Schedule: 180 days (contract) vs.
193 days (actual)

OSHA Recordable Incidents: 0

Budget: \$23,036,490 (contract) vs.
\$20,814,222 (actual)

Estimated Partnering Savings:
\$10.21 per dollar

PROJECT SUMMARY

The facilitated partnering process was essential to the successful delivery of this project by promoting safety, quality, collaboration, and effective problem-solving. Partnering established a shared vision, clear communication, and a team environment built on trust and accountability. Through regular partnering sessions, stakeholders openly discussed challenges, aligned day and night shift perspectives, and developed practical solutions to maintain progress on this technically complex, high-traffic project. A key example was the suspender rope replacement operation, where the team collaboratively developed a safe method to transfer bridge loads without impacting the traveling public. Strong partnering practices, including risk management and dispute resolution, resulted in zero claims and successful project completion.

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San Jose Creek Bridge Replacement

Alis Farag

Resident Engineer

Dan Shaw

Project Manager

Clare Singleton, StreamLine Consulting

Partnering Facilitator

PROJECT STATS

Project ID: 05-1H4304

Caltrans District: 5

Contractor: MCM Construction, Inc.

Schedule: 470 days (contract) vs.
468 days (actual)

OSHA Recordable Incidents: 3

Budget: \$21,691,900 (contract) vs.
\$20,621,583.82 (actual)

Estimated Partnering Savings:
\$21.06 per dollar

PROJECT SUMMARY

This project exemplifies Excellence in Partnering through collaboration, trust, and innovation from project initiation to completion. Caltrans and MCM Construction established a culture of transparency and shared accountability that enabled the team to successfully address complex safety, environmental, and construction challenges while maintaining schedule, quality, and budget. Partnering led to the consolidation of three construction stages into one, reducing traffic impacts and generating significant cost savings. Collaborative problem-solving improved roadway safety, delivered an innovative streambed supporting the endangered Southern California steelhead, and incorporated future accommodations for the City of Goleta's bike path. Structured communication and proactive issue resolution resulted in a claim-free project and a model for similar projects in the future.

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Santa Maria Signal & Lighting Modifications

Al Reed & Jason Torres

Resident Engineer

Dan Barton

Project Manager

**Clare Singleton,
StreamLine Consulting**

Partnering Facilitator

PROJECT STATS

Project ID: 05-1H9604

Caltrans District: 5

Contractor: Granite Construction Company

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

OSHA Recordable Incidents: 0

Budget: \$21,013,100 (contract) vs.
\$19,987,607 (actual)

Estimated Partnering Savings:
\$7.97 per dollar

PROJECT SUMMARY

This project earned recognition at the Caltrans Excellence in Partnering Awards Ceremony for its consistent application of partnering principles to safely deliver a complex, multi-location improvement project. Collaboration between Caltrans, the contractor, subcontractors, and stakeholders fostered proactive communication, joint problem-solving, and shared accountability from start to finish. Partnering enabled the team to safely maintain Temporary Pedestrian Access Routes, coordinate work across 26 intersections, and minimize impacts to the public and surrounding communities. Regular facilitated partnering sessions, disciplined issue resolution, and a strong focus on safety prevented disputes, reduced project risks, and resulted in a collaborative, claim-free project that exemplifies a successful partnering philosophy.

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SR 103 Bridge Deck Replacement over Valero Refinery

Thang Ton

Resident Engineer

Adam Prieto

Project Manager

Bina Jhaveri, Global Leadership Alliance

Partnering Facilitator

PROJECT STATS

Project ID: 07-322504

Caltrans District: 7

Contractor: Beador Construction Company, Inc.

Schedule: 290 days (contract) vs.
251 days (actual)

OSHA Recordable Incidents: 0

Budget: \$23,024,700 (contract) vs.
\$21,824,299.45 (actual)

Estimated Partnering Savings:
\$142.99 per dollar

PROJECT SUMMARY

This bridge deck replacement project exemplified Excellence in Partnering by overcoming complex permitting, stakeholder coordination, and railroad scheduling challenges through collaboration and open communication. Caltrans, the contractor, Valero Wilmington Refinery, and the Pacific Harbor Line Railroad worked together to realign construction activities, accommodate refinery operations, and safely coordinate work over active rail lines. Partnering fostered proactive problem-solving, including development of a temporary safety barrier to protect sensitive refinery operations while maintaining construction access. The team's commitment to transparency, safety, and shared accountability resulted in zero claims, no third-party intervention, project completion two months ahead of schedule, and approximately \$1 million in cost savings.

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I-40 Median Regrade Phase 6

Thanh Pham

Resident Engineer

Ivan Tadeja

Project Manager

Vicki Martin, Global Leadership Alliance

Partnering Facilitator

PROJECT STATS

Project ID: 08-OR1704

Caltrans District: 8

Contractor: Granite Construction Company

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

OSHA Recordable Incidents: 0

Budget: \$34,533,543 (contract) vs.
\$34,451,694 (actual)

Estimated Partnering Savings:
\$2.96 per dollar

PROJECT SUMMARY

This contract, the sixth and final phase of the Interstate 40 Median Regrade Program, showcases Excellence in Partnering through strong communication, collaboration, and shared accountability. Despite a 50-mile separation between the Caltrans Barstow Construction Office and Granite Construction's Ludlow office, the project team maintained consistent coordination through regular field meetings and effective communication at every level. Challenges were resolved quickly at the field level or between project leadership, with no issues escalating beyond Level 2 of the Escalation Ladder. The project was completed without a single claim, demonstrating how effective partnering can deliver successful outcomes and lasting professional relationships.

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SR 111 Pavement Rehabilitation

Francisco Montellano

Resident Engineer

Andrew Bray

Project Manager

Vicki Martin, Global Leadership Alliance

Partnering Facilitator

PROJECT STATS

Project ID: 08-1G6304

Caltrans District: 8

Contractor: Granite Construction Company

Schedule: 240 days (contract) vs.
217 days (actual)

OSHA Recordable Incidents: 0

Budget: \$13,077,031 (contract) vs.
\$12,727,316 (actual)

Estimated Partnering Savings:
\$52.20 per dollar

PROJECT SUMMARY

This project achieved Excellence in Partnering recognition through collaboration, communication, and shared commitment among Caltrans, Granite Construction, and project stakeholders. Working within a highly trafficked corridor in Palm Springs, the team used partnering to proactively address challenges, improve safety, and deliver quality work. When daytime paving operations created significant congestion and safety concerns, the team collaboratively transitioned work to nighttime operations, reducing traffic impacts, improving safety, and increasing production efficiency. Partnering also supported effective public outreach, stakeholder coordination, and early issue resolution, resulting in fewer community impacts and successful execution. The team's proactive approach reflects the true value of collaborative project delivery.

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Hemet Corridor Improvement Project along SR 74

Omar Sanchez

Resident Engineer

Awad Issa

Project Manager

Vicki Martin, Global Leadership Alliance

Partnering Facilitator

PROJECT STATS

Project ID: 08-1H0604

Caltrans District: 8

Contractor: Griffith Company

Schedule: 270 days (contract) vs.
364 days (actual)

OSHA Recordable Incidents: 1

Budget: \$26,626,967 (contract) vs.
\$38,173,346 (actual)

Estimated Partnering Savings:
\$11.67 per dollar

PROJECT SUMMARY

Proactive collaboration, communication, and shared accountability among Caltrans, Griffith Company, and project stakeholders helped drive partnering excellence on this project. The team successfully delivered a complex scope including 201 ADA improvements, ITS installations, bus pads, and more than 44 lane miles of roadway rehabilitation. Through effective partnering, the team overcame design challenges, utility coordination issues, and schedule impacts while maintaining public access and project momentum. Proactive schedule resequencing avoided significant delays and reduced potential costs, while open and honest communication strengthened stakeholder relationships. Despite numerous challenges, the project was completed without claims, demonstrating the value of teamwork, adaptability, and a shared commitment to quality.

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Menifee I-215 Rehabilitation Project

Osama Abdalla

Resident Engineer

Fabian Roman

Project Manager

John Robles, Collabor8 Construction Partnering

Partnering Facilitator

PROJECT STATS

Project ID: 08-1J2604

Caltrans District: 8

Contractor: R.J. Noble Company

Schedule: 300 days (contract) vs.
294 days (actual)

OSHA Recordable Incidents: 0

Budget: \$22,549,794 (contract) vs.
\$22,649,958 (actual)

Estimated Partnering Savings:
N/A

PROJECT SUMMARY

Joint efforts to achieve project goals by the Menifee I-215 Rehabilitation Project team helped them attain project excellence through proactive problem-solving, strong communication, and shared commitments. Caltrans and RJ Noble established clear project goals focused on safety, timely completion, quality paving, and effective issue resolution. When HMA verification testing identified mix concerns, the team used collaboration and independent third-party testing to resolve the issue without dispute or long-term schedule impacts. Partnering also supported proactive safety improvements, stakeholder coordination, and efficient conflict resolution through the Dispute Resolution Ladder. The project was completed within budget, without claims, , and ahead of schedule.

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SR 140 Pavement Preservation in Mariposa Town

Troy Scheiber

Resident Engineer

Stephen Kubat

Project Manager

Kelly Bonine Hall, Pinnacle Leadership Group, Inc.

Partnering Facilitator

PROJECT STATS

Project ID: 10-0Y7704

Caltrans District: 10

Contractor: George Reed Inc.

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

OSHA Recordable Incidents: 0

Budget: \$14,810,800 (contract) vs.
\$15,145,951.42 (actual)

Estimated Partnering Savings:
\$18.62 per dollar

PROJECT SUMMARY

This project exemplifies Excellence in Partnering through strong collaboration, proactive communication, and a shared commitment to safety between Caltrans and the contractor. Early in construction, the team identified unforeseen field conditions affecting the installation of seven JPCP crosswalks in Mariposa. Through effective use of the Dispute Resolution Ladder, the issue was addressed at the field level, allowing Caltrans support units and the contractor to develop a solution without delaying the project. In addition, revised crosswalk lighting improved pedestrian safety and proactive stakeholder communication minimized community impacts. Facilitated partnering meetings fostered trust, teamwork, and a solutions-focused environment that benefited both the project and the Mariposa community.

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Southern Border Box Culverts

Steve McMillan

Resident Engineer

Paul Hutchins

Project Manager

Vicki Martin, Global Leadership Alliance

Partnering Facilitator

PROJECT STATS

Project ID: 11-056404

Caltrans District: 11

Contractor: Hazard Construction Engineering, Inc.

Schedule: 100 days (contract) vs.
152 days (actual)

OSHA Recordable Incidents: 1

Budget: \$13,185,891.50 (contract) vs.
\$13,251,453.12 (actual)

Estimated Partnering Savings:
\$27.21 per dollar

PROJECT SUMMARY

Effective issue resolution among Hazard Construction, Caltrans, and project stakeholders helped drive partnering excellence that featured proactive collaboration, innovation, and teamwork. The team used value engineering to identify precast box culvert opportunities, resulting in approximately \$100,000 in project savings while improving construction efficiency. When fabrication challenges arose, the team worked collaboratively with suppliers to resolve quality control, mix design, and joint issues, ensuring successful delivery. Partnering also supported efficient material management, electrical scope coordination, and timely design clarifications. Through open communication, shared problem-solving, and use of the resolution ladder, the team minimized delays, avoided rework, and delivered a successful project outcome.

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El Cajon OH and Marshall Ave OH

Janelle Clanton

Resident Engineer

Brad Olson

Project Manager

Vicki Martin, Global Leadership Alliance

Partnering Facilitator

PROJECT STATS

Project ID: 11-430434

Caltrans District: 11

Contractor: Griffith Company

Schedule: 370 days (contract) vs.
453 days (actual)

OSHA Recordable Incidents: 0

Budget: \$18,412,800 (contract) vs.
\$22,063,620.28 (actual)

Estimated Partnering Savings:
\$31.17 per dollar

PROJECT SUMMARY

This project features partnering excellence through daily communication, proactive problem-solving, and a shared commitment to safety between Caltrans and Griffith Company. The team successfully navigated unforeseen field conditions, challenging construction staging, severe weather impacts, and emergency repairs while maintaining project progress. Through collaborative planning, the team revised construction sequencing and utilized an existing 55-hour full freeway closure to complete major work efficiently, eliminating unnecessary detours, reducing traffic impacts, and improving worker safety. Weekly meetings, daily coordination, and use of the Dispute Resolution Ladder allowed issues to be resolved at the lowest level, keeping the project on schedule and fostering a successful partnership.

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Yreka State Highway “Complete Streets” Rehabilitation CMGC

Austin Henry

Resident Engineer

Mark Krasko & Logan Hanson

Project Manager

Kelly Bonine Hall, Pinnacle Leadership Group, Inc.

Partnering Facilitator

PROJECT STATS

Project ID: 02-1H5204

Caltrans District: 2

Contractor: Myers-Shea, A JV

Schedule: 361 days (contract) vs.
356 days (actual)

OSHA Recordable Incidents: 0

Budget: \$71,600,000 (contract) vs.
\$65,000,000 (actual)

Estimated Partnering Savings:
\$208.86 per dollar

PROJECT SUMMARY

This CMGC project illustrates Excellence in Partnering through trust, collaboration, and shared accountability among Caltrans, the contractor, and project stakeholders. From the start, the team established a collaborative framework through partnering workshops, risk discussions, and clear project goals. Working within a complex downtown corridor, the team successfully managed phased construction, stakeholder coordination, utility challenges, and public access while delivering the project on time and within budget. Partnering supported innovative solutions, including pavement enhancements, optimized construction sequencing, and proactive utility potholing that reduced conflicts and improved long-term performance. The shared commitment to safety is shown through 142,770 work hours without a lost-time incident.

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SR 156 San Juan Bautista

Nash Munes

Resident Engineer

Nathaniel Gonzalez

Project Manager

Clare Singleton, StreamLine Consulting

Partnering Facilitator

PROJECT STATS

Project ID: 05-344904

Caltrans District: 5

Contractor: Teichert Construction

Schedule: 480 days (contract) vs.
480 days (actual)

OSHA Recordable Incidents: 0

Budget: \$70,580,000 (contract) vs.
\$85,626,530.70 (actual)

Estimated Partnering Savings:
\$15.77 per dollar

PROJECT SUMMARY

Caltrans, Teichert, and project stakeholders focused in on proactive collaboration, transparent communication, and shared accountability to achieve partnering success on the Highway 156 Improvement Project. Faced with unforeseen utility conflicts, contaminated infrastructure, saturated soils, environmental constraints, and complex traffic management challenges, the team used partnering principles to quickly develop solutions and maintain project momentum. Through effective use of the dispute-resolution ladder, the team avoided claims, minimized delays, and reduced impacts to the traveling public. Collaborative planning protected sensitive redwood trees, improved construction sequencing, and accelerated critical work, including reopening a vital corridor two months ahead of schedule. The project reflects the power of partnering to deliver safe, successful outcomes.

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The Empire Project

Vladimir Gurfinkel

Resident Engineer

Hani Jamaledine

Project Manager

Clare Singleton, StreamLine Consulting

Partnering Facilitator

PROJECT STATS

Project ID: 07-1218W4

Caltrans District: 7

Contractor: Security Paving Company, Inc.

Schedule: 1150 days (contract) vs.
1964 days (actual)

OSHA Recordable Incidents: 10

Budget: \$162,510,000 (contract) vs.
\$250,000,000 (actual)

Estimated Partnering Savings:
\$73.33 per dollar

PROJECT SUMMARY

The massive Empire Project exemplifies Excellence in Partnering through extraordinary collaboration, innovation, and shared commitment among Caltrans, the contractor, rail partners, utilities, and community stakeholders. Faced with \$15 million in utility relocations, complex railroad coordination, environmental constraints, and challenging urban conditions, the team developed proactive solutions through formal and informal partnering sessions. A comprehensive utility identification process involving more than 50 stakeholders helped to minimize conflicts and maintain progress. The team successfully constructed a temporary rail bypass, implemented Positive Train Control improvements, enhanced pedestrian and bicycle safety, and delivered the project before the required CCA milestone. Zero PFE exceptions on this 10-plus year contract further demonstrates the team's exceptional partnering success.

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I-10 Design-Build Pavement Rehabilitation Project

Sadique Hossain

Resident Engineer

Mitch Gamache

Project Manager

Bina Jhaveri, Global Leadership Alliance

Partnering Facilitator

PROJECT STATS

Project ID: 08-1C0814

Caltrans District: 8

Contractor: Coffman Specialties, Inc.

Schedule: 830 days (contract) vs.
890 days (actual)

OSHA Recordable Incidents: 11

Budget: \$200,496,500 (contract) vs.
\$197,313,758.22 (actual)

Estimated Partnering Savings:
\$19.25 per dollar

PROJECT SUMMARY

This I-10 Safety Corridor Design-Build project showcases proactive communication, innovation, and teamwork amongst Caltrans, Coffman, and project stakeholders to achieve partnering success. Despite challenges including utility conflicts, environmental coordination, scope changes, and complex bridge and earthwork activities, the team maintained the critical path and completed the project on schedule. Partnering supported early risk identification, effective issue resolution, and strong safety practices throughout construction. Collaborative solutions improved water supply operations, optimized project phasing, enhanced drainage and electrical systems, and strengthened stakeholder coordination. Through trust, transparency, and shared accountability, the project avoided claims, prioritized safety, and delivered lasting improvements to the I-10 corridor.

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I-5 North Coast Corridor, Segment 4AB

Steve McMillan

Resident Engineer

Philip Bertsch

Project Manager

**Courtney Robertson,
Coco Consult**

Partnering Facilitator

PROJECT STATS

Project ID: 11-2T35U4

Caltrans District: 11

Contractor: Flatiron-Skanska-Stacy Witbeck (FSSW)

Schedule: 370 days (contract) vs.
441 days (actual)

OSHA Recordable Incidents: 1

Budget: \$61,865,000 (contract) vs.
\$65,500,000 (actual)

Estimated Partnering Savings:
\$66.48 per dollar

PROJECT SUMMARY

The I-5 North Coast Corridor team built a strong partnering foundation through a “project first” culture supported by collaboration, communication, and shared accountability between Caltrans and FSSW. Through facilitated partnering sessions, the team established effective risk management and dispute resolution practices that supported safe, efficient project delivery. The team successfully implemented innovative temporary orange lane striping, improving work zone safety and driver clarity on one of California’s busiest corridors. Collaborative problem-solving also resolved unforeseen geotechnical, groundwater, and material challenges, avoiding delays and reducing costs. Through proactive coordination and trust-based decision-making, the team minimized risk, protected the schedule, and delivered lasting value to commuters along the North Coast Corridor.

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I-10 Emergency Fire Waste Disposal

Sepand Minovi

Resident Engineer

Stephanie Goad

Project Manager

Self-Directed Partnership

PROJECT STATS

Project ID: 07-2XL004

Caltrans District: 7

Contractor: Griffith Company

Schedule: 60 days (contract) vs.
510 days (actual)

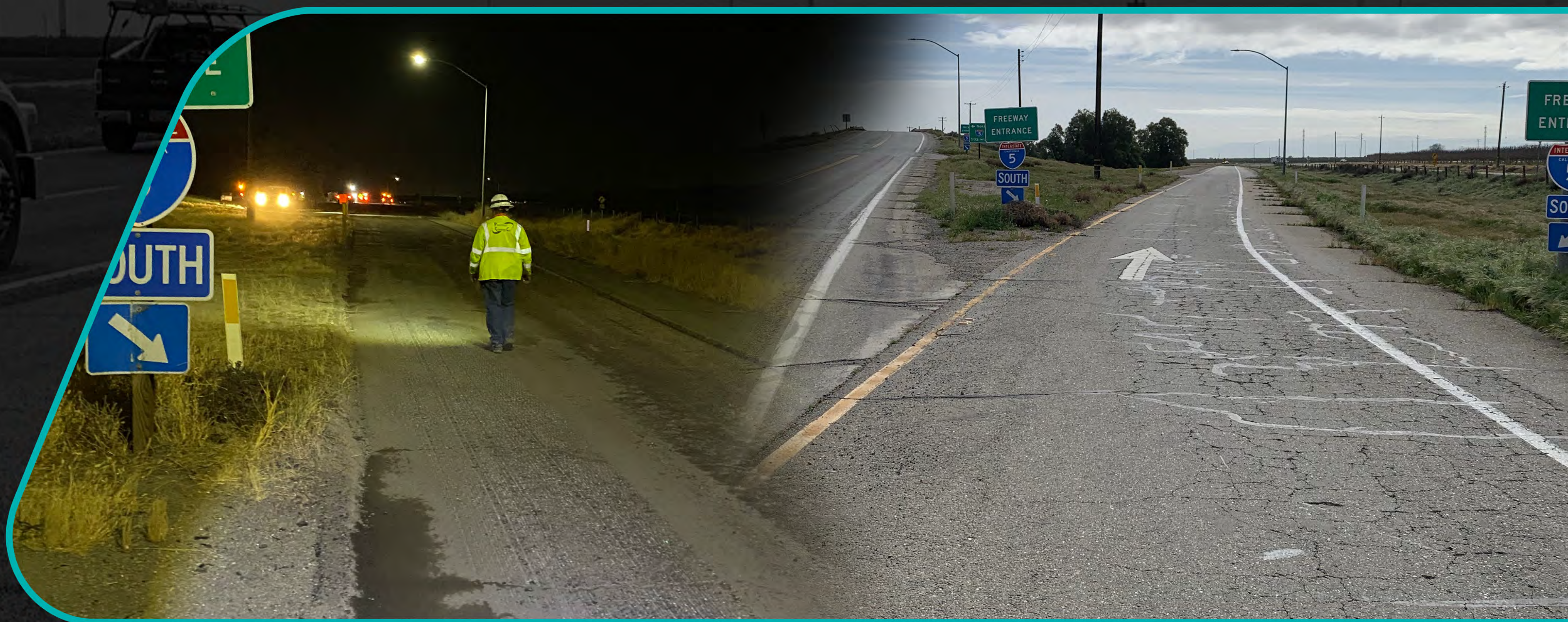
OSHA Recordable Incidents: 0

Budget: \$3,000,000 (contract) vs.
\$6,399,470 (actual)

Estimated Partnering Savings:
N/A

PROJECT SUMMARY

This emergency I-10 Santa Monica Viaduct project demonstrates the effectiveness of self-directed partnering through rapid coordination, teamwork, and a shared commitment to restoring a critical transportation corridor. Following a devastating fire beneath the I-10 bridge, Griffith Company immediately implemented traffic control, detours, and hazardous fire debris removal while coordinating with the bridge repair contractor. Working under high visibility alongside multiple stakeholders, including a visit from the vice president, the team safely removed more than 1,000 tons of debris within two days, allowing temporary shoring and structural repairs to quickly proceed. Through exceptional collaboration and a unified response, the freeway was reopened within days, far sooner than originally anticipated.



26TH ANNUAL CALTRANS
**EXCELLENCE
IN PARTNERING**
AWARDS CEREMONY
SEPTEMBER 3RD, 2026

Kern County I-5 Surface Rehabilitation Project

Alejandro Ruezga

Resident Engineer

Janet Guevara

Project Manager

Self-Directed Partnership

PROJECT STATS

Project ID: 06-1G7804

Caltrans District: 6

Contractor: Granite Construction Company

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

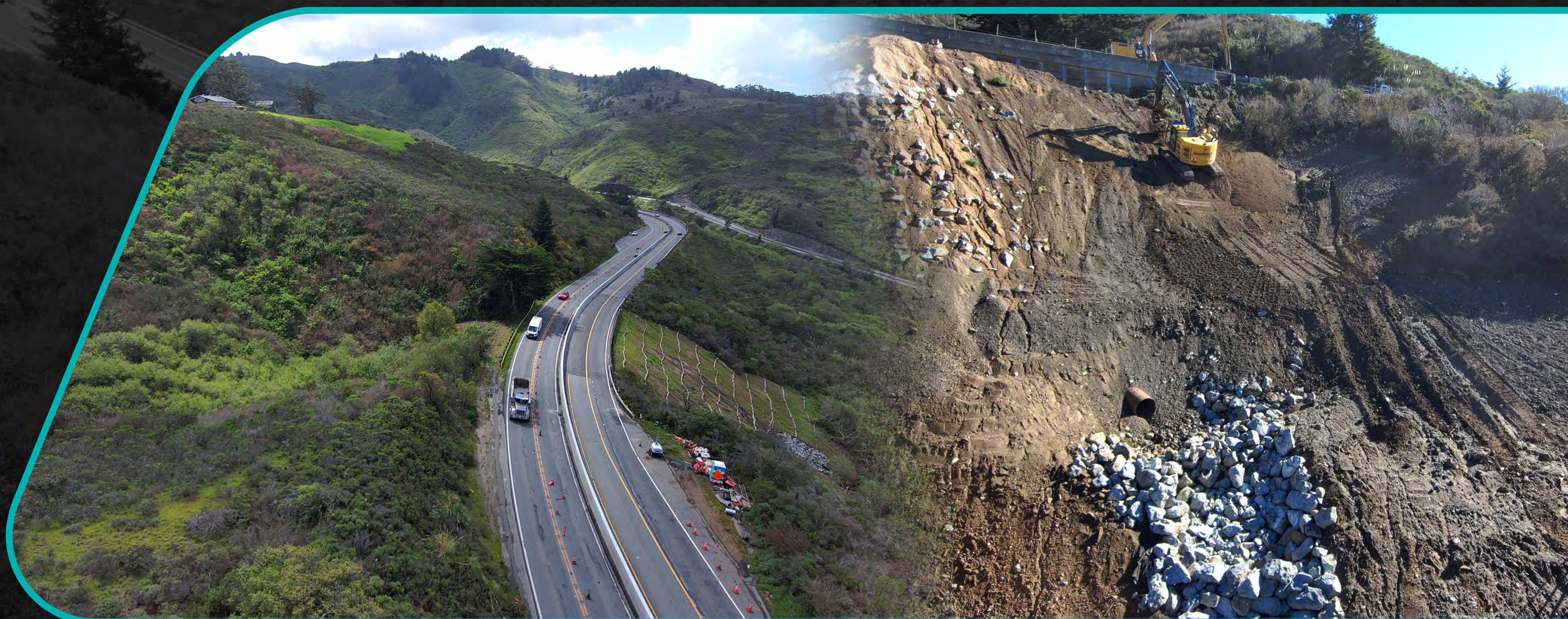
OSHA Recordable Incidents: 0

Budget: \$2,915,300 (contract) vs.
\$2,569,139 (actual)

Estimated Partnering Savings:
\$346,161.00

PROJECT SUMMARY

Self-Directed Partnering helped the I-5 Surface Rehabilitation project team establish strong communication, mutual trust, and a strong working relationship. Granite Construction and Caltrans established an effective working relationship supported by weekly coordination meetings, transparent communication, proactive problem-solving, and a shared commitment to safety, quality, and schedule. Challenges involving submittals, material usage, paving quality, and nighttime traffic operations were resolved collaboratively without escalation or claims. Through direct communication and use of the dispute resolution ladder, issues were addressed quickly at the appropriate level. The project was completed on time and under budget, demonstrating the value of self-directed partnering.



26TH ANNUAL CALTRANS **EXCELLENCE IN PARTNERING** AWARDS CEREMONY SEPTEMBER 3RD, 2026

Sink Hole Restoration on SR 92

Peter Lam

Resident Engineer

Danny Labrador

Project Manager

Self-Directed Partnership

PROJECT STATS

Project ID: 04-3Y0104

Caltrans District: 4

Contractor: Granite Rock Company

Schedule: 30 days (contract) vs.
435 days (actual)

OSHA Recordable Incidents: 0

Budget: \$9,967,000 (contract) vs.
\$9,900,000 (actual)

Estimated Partnering Savings:
\$2,000,000.00

PROJECT SUMMARY

In response to a storm-related sinkhole that closed Highway 92, the project team's efforts to rapidly mobilize, implement innovative problem-solving, and prioritize public safety exemplifies excellence in partnering. Caltrans, Granite Rock Company, and project stakeholders worked together to stabilize the area, restore traffic, and develop a permanent repair solution. Through immediate coordination, a temporary stabilization plan was implemented within days, allowing two-way traffic to resume quickly. Partnering also supported the successful installation of a complex drainage system and ensured challenges were resolved through open communication and joint decision-making. The team's collaboration minimized impacts to the traveling public and delivered a successful project under emergency conditions.